THE ANTECEDENT OF SME PERFORMANCE AND THE EFFECT OF GOVERNMENT SUPPORT IN NIGERIA

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ABSTRACT

Small and medium enterprises (SMEs) play a vital role in both developed and developing nations. In Nigeria, SMEs have been recognised for their valuable contribution to the nation's economy. Despite the relevance and importance of SMEs, much of the literature indicates there are very few studies that attempted to investigate the factors –which influence SMEs' performance in Nigeria, particularly the role of government support policies (GSPs) on SMEs performance. Thus, the objective of this study is to examine the relationship between entrepreneurial orientation (EO), technology orientation (TO) and contemporary marketing (CM) on SMEs performance in Nigeria with a moderating role of GSPs. This study employed a cross-sectional design using questionnaires, data were collected from SMEs owner-managers. The study was based on stratified sampling and 240 SMEs were randomly selected. Questionnaires were distributed and collected through personally-administered method and Partial Least Squares Structural Equation Modelling was used to test the hypotheses. The results indicated TO and CM as having a positive effect on SMEs performance. Similarly, GSPs /moderate the relationship between EO and TO on the SMEs' performance. However, the relationship between EO and SMEs' performance was not supported in this study. Furthermore, GSPs do not have a significant influence on CM and SMEs' performance. The findings of this study offer important insights to regulators/policy-makers of SMEs, SMEs owner-managers, and researchers to further understand the effects of these strategic variables. Owner-mangers of SMEs should accentuate on these variables. However, over-emphasis on EO may affect firms in a negative way which results in poor performance. Policy-makers should support SMEs owner-managers in the areas of training and capacity building. Lastly, limitations of the current study suggest opportunities for researchers interested in exploring other determinates of SMEs performance.

Keywords: entrepreneurial orientation, technology orientation, contemporary marketing, government support policies, SMEs' performance.

ABSTRAK

Perusahaan kecil dan sederhana (PKS) memainkan peranan penting dalam negara maju mahu pun negara membangun. Di Nigeria, PKS telah diiktiraf kerana sumbangannya yang amat bernilai kepada ekonomi negara. Biarpun begitu relevan dan pentingnya PKS, literatur menunjukkan tidak banyak kajian yang cuba menyelidiki faktor-faktor yang mempengaruhi prestasi PKS di Nigeria, terutamanya tentang peranan dasar sokongan kerajaan (GSP) terhadap prestasi PKS. Oleh itu, objektif kajian ini adalah untuk menyelidik hubungan antara orientasi keusahawanan (EO), orientasi teknologi (TO) dan pemasaran kontemporari (CM) terhadap prestasi PKS di Nigeria dengan peranan pengantaraan GSP. Kajian dijalankan melalui reka bentuk keratan rentas dengan menggunakan soal selidik, dan data pula dikumpulkan daripada pengurus-pemilik PKS. Kajian ini berdasarkan pada persampelan berstrata dengan 240 PKS dipilih secara rawak. Soal selidik diedarkan dan dikumpulkan melalui kaedah yang ditadbir secara peribadi dan Pemodelan Persamaan Kuasa Dua Terkecil Separa Berstruktur digunakan untuk menguji hipotesis. Keputusan menunjukkan TO dan CM mempunyai kesan positif ke atas prestasi PKS. Begitu juga, GSP yang mengantarakan hubungan antara EO dan TO terhadap prestasi PKS. Walau bagaimanapun, hubungan di antara prestasi EO dan PKS tidak disokong dalam kajian ini. Selain itu, GSP didapati tidak mempunyai pengaruh yang signifikan terhadap prestasi CM dan PKS. Dapatan kajian ini memberikan pandangan penting kepada pengawal selia / pembuat dasar PKS, pengurus- pemilik PKS, dan penyelidik untuk lebih memahami kesan pemboleh ubah strategik ini. Pengurus-pemilik PKS perlu lebih menonjolkan pemboleh ubah-pemboleh ubah ini. Walau bagaimanapun, penekanan yang berlebihan ke atas EO boleh menjejaskan firma secara negatif sehingga mengakibatkan prestasi buruk. Pembuat dasar harus menyokong pengurus-pemilik PKS dalam bidang latihan dan pembinaan kapasiti. Akhir sekali, batasan bagi kajian ini mencadangkan peluang bagi para penyelidik yang berminat untuk meneroka penentu-penentu prestasi SME yang lain pula.

Kata kunci: orientasi keusahawanan, orientasi teknologi, pemasaran kontemporari, dasar sokongan kerajaan, prestasi PKS

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LIST OF ABBREVIATIONS

ABP	Anchor Borrowers' Programme
ACCA	Association of Certified Chartered Accountant
AF	Access to Finance
AM	Access to Market
AUT	Autonomy
AVE	Average Variance Extracted
B2B	Business to Business
B2C	Business to Customer
BH	Boko Haram
BOI	Bank of Industry
BPE	Bureau of Public Enterprise
Bsc	Bachelor of Science
BS	Business Strategy
BSK	Business Skills
CA	Competitive Aggressiveness
CA	Capital Adequacy
CBN	Central Bank of Nigeria
CO	Customer Orientation
COC	Cost Orientation
CM	Contemporary Marketing
CMV	Common Method Variance
CMR	Composite Reliability
CR	Customer Relationship
CRM	Customer Relationship Management
CRP	Customer Relationship Performance
DV	Dependent Variable
DM	Database Marketing
ERGP	Economic Recovery and Growth Plan
ED	Environmental Dynamism
EDC	Entrepreneurship Development Centre
EE	Entrepreneurial Education
EFA	Exploratory Factor Analysis
EH	Environmental Hostility
EM	E-marketing
EO	Entrepreneurial Orientation
EU	European Union
FDI	Foreign Direct Investment
FoR	Frame of Reference
FS	Financial Support

GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GFS	Government Financial Support
GSPs	Government Support Policies
HCB	Human Capacity Building
HND	Higher National Diploma
HOC	Higher Order Component
IDCs	Industrial Development Centres
IEO	International Entrepreneurial Orientation
IEOR	International Entrepreneurial Opportunity Recognition
IF	Investment Fund
IM	Interactive Marketing
INNO	Innovativeness
IT	Information Technology
ITC	Internet Technology Capabilities
ITO	International Technology Orientation
IV	Independent Variable
IVV	Mediating Variable
LOC	Lower Order Component
RM	Malaysian Ringgit
MA	Managerial Assumption
MC	Market Condition
MSME	Micro, Small and Medium Enterprise
MSMEDF	Micro, Small and Medium Enterprise Development Fund
MTS	Mobile Technology Service
MV	Moderating Variable
NBS	National Bureau of Statistics
NDE	National Directorate of Employment
NEEDS	National Economic Empowerment Development Strategy
NERFUND	National Economic Reconstruction Fund
NGN	Nigerian Naira
NIDB	Nigerian Industrial Development Bank
NM	Network Marketing
OL	Organizational Learning
NPC	National Population Commission
OPEC	Organisation of Petroleum Exporting Countries
PAT	Profit after Tax
PER	Performance
PI	Provision of Infrastructure
PLS	Partial Least Squared
PLS-SEM	Partial Least Squared Structural Equation Modeling
PMO	Proactive Market Orientation
PRA	Proactiveness

R&D	Research and Development
RBV	Resource Based View
RM	Relationship Marketing
RMO	Responsive Market Orientation
RT	Risk Taking
SAP	Structural Adjustment Programme
SE	Sustainable Entrepreneurship
SEM	Structural Equation Modeling
SMEDAN	Small and Medium Enterprise Development Association of Nigeria
SMEEIS	Small and Medium Enterprises Equity Investment Scheme
SMEs	Small and Medium Enterprises
SMEs-PER	Small and Medium Enterprises Performance
SPSS	Statistical Package for Social Sciences
SSCE	Senior Secondary School Certificate
STROBE	Strategic Orientation of Business Enterprises
SURE-P	Subsidy Reinvestment and Empowerment Programme
TM	Transaction Marketing
TO	Technology Orientation
TRIN	Technology Related International Network
UIS	UNESCO Institute of Statistics
UK	United Kingdom
UNDP	United Nation Development Programme
UNESCO	United Nations, Educational, Scientific and Cultural Organization
USA	United States of America
USD	United States Dollar
UUM	University Utara Malaysia
VIF	Variance Inflation Factor
VRIN	Resource being Valuable, Rare, Inimitable Rare, Non-tradable Non And Non-substitutable

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In both developed and developing countries, small and medium enterprises (SMEs) are viewed as playing a significant and vital role in the growth and development of the economy. SMEs have been recognised globally as an engine of growth and development (Eneh, 2010; Ogechukwu, 2011). It is widely acknowledged that it is not the large firms that are fueling the leading economies around the world but the small and medium firms (Mukhtar, 2013).

SMEs have gained increasing attention and have made a valuable contribution to a nation's economy, especially in the areas of employment opportunities, poverty reduction, income generation, providing support for large industries, innovation, promotion of entrepreneurship and rapid industrialisation (Fashoyin, 2012; Kale, 2012; NBS, 2012). In addition, SMEs are perceived to have provided important economic advantages specifically in the areas of regional income generation, savings, employment, raw material supply, enhance export earnings and boost capacity utilisation within the key industries and actualising women and youths potentials (NBS & SMEDAN, 2013).

The catalytic roles of the SMEs have been displayed in the developed countries such as USA, UK and emerging economies like India, Brazil, Malaysia, South Africa, Nigeria, Ghana and Morocco among others (ACCA 2013, 2014; SMEDAN, 2012). SMEs in

those countries have contributed substantially to the total business establishment and gross domestic product (GDP).

Table 1.1

Comparison of SMEs' Contribution to Business Establishment and GDP

Country	% to total business establishment	% contribution to GDP
United State of America (USA)	99	52
United Kingdom (UK)	99	51
India	80	17
Brazil	73	52
Malaysia	97.3	33.9
South Africa	91	52
Nigeria	87.9	10
Ghana	90	49
Morocco	93	38

Source: ACCA (2013, 2014), SMEDAN (2012)

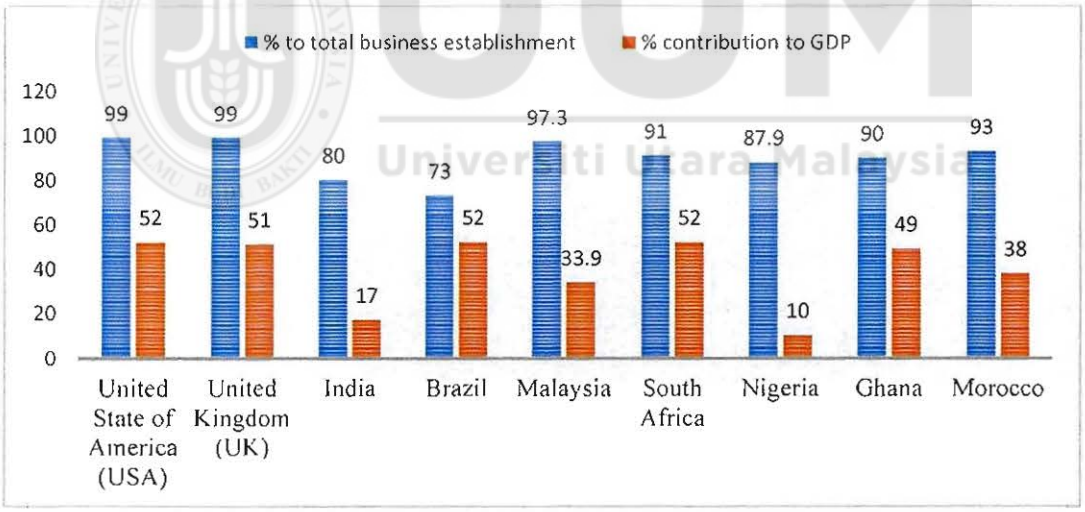

Figure1.1: Comparison of SMEs' Contribution to Business Establishment and GDP

Source: ACCA (2013, 2014), SMEDAN (2013)

As presented in Table1.1 and Figure 1.1, SMEs contributes 52% to GDP and constitute 99% of the total business establishment in the United States of America (USA), 51% of GDP and 99% of the total business establishment in the United Kingdom (UK). Also in emerging economies, SMEs contributes 17% to GDP and create 80% of the total business establishment in India, 52% of GDP and 73% of total business formation in Brazil, 33.9% of GDP and 97.3% of total business formation in Malaysia, 52% of GDP and 91% of established businesses in South Africa, 10% of GDP and 97% of total business formation in Nigeria, 49% of GDP and 90% of total business formation in Ghana and 38% of GDP with 93% of total business establishment in Morocco (ACCA 2013, 2014; NBS & SMEDAN, 2013)

Therefore, irrespective of the nation's status, SMEs play an important role in contributing to the economy, particularly in the areas of innovation, regional development and social cohesion, which in turn contribute to the GDP and employment (Bouri, Berji, Diop, Kampner, Klinger & Stevenson, 2011).

In Nigeria, various successive administrations of government at different times have geared their efforts towards SMEs development. Several policy measures and financial assistance instruments were introduced (Eniola & Entebang, 2015; Eze, Eberechi, Chibueze, Osondu, & Ayegba, 2016). The Nigerian government over the years demonstrated its commitment to support the development of SMEs through various initiatives including monetary, fiscal and industrial policy measures (Somoye, 2013).

These efforts are as a result of the acknowledgment of the importance of the SMEs in terms of the Nigerian economic development towards the business establishment, employment opportunities, development of indigenous technology and skills, as well as GDP contributions (Bouri et al., 2011). The NBS and SMEDAN (2013) reported that the SMEs in Nigeria accounts for 87.9% of the total business formations in the country and contribute 97% of the workforce in addition to 48% of the industrial output in terms of value added (Kadiri, 2012; SMEDAN, 2012; Somoye, 2013).

However, SMEs' contribution to the GDP is not stable for some years in Nigeria (NBS & SMEDAN, 2010; Nwannekanma, 2009; SMEDAN, 2012). For example, SMEs contributed 37% to the GDP in 2009 and the figure was improved in 2010 by 26% making a total contribution of 46.5% to the GDP (NBS & SMEDAN, 2010; SMEDAN, 2012). However, since then the contribution of SMEs to the general economic development of Nigeria has been decreasing. In 2013, the total contribution to the GDP was 10% and accounting for 30% of the country's total export from the manufacturing sector (ACCA 2013, 2014). Even though, the contribution to the GDP is not stable in Nigeria, it is interesting to note that the manufacturing sector of SMEs export is recording 30% annually, suggesting that there is a scope to increase and stabilise the contribution to the GDP as well.

The inconsistency of SMEs' contribution highlights the poor performance of the Nigerian SMEs in recent years which is far less than anticipated (Dauda & Akinbade, 2010; Irefin, Abdu-Azeez, & Tijani, 2012). Among some of the reasons for the poor performance of SMEs towards the GDP include inadequate funding; infrastructural decay; entrepreneurial and marketing inability; enabling environment to businesses

operating within the various sectors; limited application of technology and innovation to operate within the segment; and unfavorable competition from foreign goods and services (Bangudu, 2013; Mwobobia, 2012a, 2012b).

In addition, lack of marketing knowledge and skills is identified as a major cause of the SME's poor performance in Nigeria (Kamyabi & Devi, 2011). Similarly, Ogunsiji and Ladanu (2010) perceived lack of entrepreneurial orientation as one of the significant challenges facing the SMEs in Nigeria, while weaknesses in strategizing and integrating entrepreneurial activities are also seen as reasons for the poor performance of SMEs (Kanayo, Jumare, & Nancy, 2013).

According to Bangudu (2013), the operational business atmosphere has been challenging. The economy is subdued by serious infrastructural decay, particularly with respect to electricity, transportation, access to the market, quality of materials and financing. The combination of these has created a hindrance to the success of the Nigerian SMEs. Furthermore, there is no much supportive policy as the businesses are taken over by importers (Eneh, 2010; Ogechukwu, 2011). Additionally, the security challenges in the country, especially in the northeast is perceived as another serious issue which needs to be addressed (Dambaza, 2014). Thus, it is imperative to further scrutinise if there are some solid strategic elements that can allow SMEs to perform better and survive in such a challenging climate.

Moreover, these issues need urgent attention, because apart from employment generation, SMEs are good avenues to alleviate poverty and improve economic growth, especially in a developing country like Nigeria where unemployment and poverty rates

are alarming (Fashoyin, 2012; Kale, 2012; NBS, 2012). Improving SMEs' performance is therefore of paramount importance to all stakeholders.

1.2 Statement of the Problem

Issues on SMEs performance have inspired the interest of many researchers (see Aminu & Shariff, 2015; Atawodi & Ojeka, 2012; Eniola & Entebang, 2015; Minai & Lucky, 2012; Oni & Daniya, 2012). This is as a result of the recognition of SMEs by regional governments and development experts as one of the main engine of economic growth and a major factor in promoting national economic development (Bouri et al., 2011; Kadiri, 2012; Somoye, 2013). SMEs are not only contributing significantly towards improving living standards, employment generation and poverty reduction but also bring about substantial domestic or local capital formation and achievement of high levels of productivity and capability (Eneh, 2010; Fashoyin, 2012; Kale, 2012; Kazungu, Panga, & Mchopa, 2015; Ogechukwu, 2011). Based on the importance of SMEs and the concern highlighted in the previous section, there is an urgent and sturdy need to understand the issue and how empirical resolution could be advanced in this regard.

1.2.1 Practical Issues on SMEs in Nigeria

From the report of NBS & SMEDAN (2013), there are approximately 72,838 registered SMEs in Nigeria which were seriously under-served, hence resulting to non-performance in the sector. In addition, Osunde (2014) highlights some of the major constraints militating the growth of the SMEs' performance as (i) access to finance, (ii) weak infrastructure, (iii) inconsistency in government policies, (iv) access to market, (v) multiple taxation, and (vi) obsolete technology among others.

The below average performance of SMEs is not a trivial issue, it is a matter of grave concern to the Nigerian government and other stakeholders, thus needs an affirmative action to overcome the challenges (Udo & Adebayo, 2015; Wakili, 2016). Accordingly, Osinbajo (2015) highlighted that Nigerian economy is faced by serious challenges due to the negligence in SMEs sector. As a result of the negligence and current government commitment to diversify more on SMEs, the President of Nigeria recently during a speech delivered at the 2016 Economic Summit Retreat in Abuja, Nigeria, recommends that,

> *"there should be more fiscal incentives for small and medium enterprises (SMEs) which prove themselves capable of manufacturing quality products good enough for export" (Sotubo, 2016).*

In the same vain, the President during the 2016 budget presentation to the National Assembly, announced the reduction of taxes for SMEs to thrive and promote inclusive economic growth (Udo & Adebayo, 2015; Wakili, 2016). Furthermore, Osinbajo (2015) and Wakili (2016) stressed the need to diversify the economy by moving away from the dependency on oil and focus more on SMEs development, especially agro-based, manufacturing and mining to thrive and promote the growth of the economy. The country has all it takes to run a vibrant economy, not dependent on oil but on business and commerce, particularly SMEs (Osinbajo, 2015).

Furthermore, the Nigerian government through the Nigerian Customs Services banned the importation of goods that can be sourced and produced in Nigeria. This policy aims at encouraging the indigenous SMEs to strengthen their market potentials which will subsequently improve their productivity and performance (Omonobi & Bivbere, 2016).

Consequently, the government of Nigeria resolves to engage more with SMEs and entrepreneurial activities towards ensuring viable economic development and wealth creation by supporting the SMEs sector (Osinbajo, 2015a). In view of the current government's commitment to support and boost SMEs performance, the provision for technological and entrepreneurial orientations as well as modern marketing practices are expected to improve the performance of the sector (Eniola & Entebang, 2015; Okafor, 2015). Bo and Qiuyan (2012) also stressed the need that government support policies on SMEs should reflect a state's direction and some level of intervention to the sector's technological orientation behavior and firm performance.

1.2.2 Limited Focus of Previous Studies on SMEs in Emerging Economies

Over the years, SMEs appears to have attracted increasing attention from researchers. However, studies on SMEs performance in emerging economies are still relatively limited in terms of their scope and focus. For example, studies by Alegre and Chiva (2013), Argon-Sanchez and Sanchez-Marin (2005), Chen, Jaw, and Wu (2016), Deshpande, Grinstein, Snow, and Elie (2013), Grawe, Chen, and Daugherty (2009), Kreiser, Marino, Kuratko, and Weaver (2013), Lechner and Gudmundsson (2012) and Tang, Tang, Marino, Zhang, and Li, (2008) have all contributed in the investigation of SMEs performance but mostly in developed countries as SMEs are key contributors to the various nation's GDP.

Conversely, there are a number of studies on SMEs performance in emerging markets that investigated on the role of strategic orientations towards SMEs performance (Al-Dhaafri, Al-Swidi, & Yusoff, 2016; Aminu, 2015; Aminu & Sheriff, 2014; Chen et al., 2016; Gurbuz & Aykol, 2009; Herath & Mahmood, 2014; Matchaba-hove, Farrington,

& Sharp, 2015; Semrau, Ambos, & Kraus, 2016). As suggested by Aminu (2015) and Adeniyi (2011), there is still room for further investigation on the relationship between entrepreneurial orientation, technology orientations, contemporary marketing and SMEs performance in emerging market like Nigeria.

1.2.3 Relationships between EO, TO, CM and SME Performance

The critical importance of EO with regards to SMEs performance has gained tremendous empirical appreciation in the recent years (Covin & Lumpkin, 2011; Fairoz, Hirobumi, & Tanaka, 2010). Previous studies have showed significant impact of EO dimensions on SMEs performance (see; Karacaoglu, Bayrakdaroglu, & San, 2013; Li, Huang, & Tsai, 2009; Madhoushi, Sadati, & Delavari, 2011; Mokaya, 2012; Shan, Song & Ju, 2017; Yoon & Solomon, 2017; Zhang & Zhang, 2012). However, most of the literature reported conflicting results on the effect of EO on SMEs performance. Some of the studies have reported a significant relationship between EO and firm performance. For example, Shan et al. (2017) on the effect of EO on SMEs performance with innovation speed as mediator, found EO as significantly related with performance. The authors also supported innovation speed as essential for posturing SMEs performance. Equally, in a related study, Aljanabi, (2017) found EO positively related with SMEs innovation capabilities.

Similarly, other studies (see Alegre & Chiva, 2013; Baker & Sinkula, 2009; Covin, Green & Slevin, 2006; Slater & Narver, 2000) have underlined an insignificant relationship between EO and performance. While others studies found EO as having a curvilinear relationship with performance (see Kreiser et al., 2013; Rua, Franca & Ortiz, 2018; Tang et al., 2008; Yoon & Solomon, 2017). Furthermore, the literature reviewed

revealed that empirical studies on EO application towards SMEs performance in Nigeria is limited as compared to developed and other emerging economies. Additionally, studies have shown that very few SMEs undertake entrepreneurially orientated activities especially in Nigerian scenario (Fairoz et al., 2010).

Additionally, scholars asserted that SMEs performance depends substantially on their TO and innovation sovereignty. TO is the firm's ability and willingness to obtain and develop higher technological superiority and to inculcate technological mind-set in the area of innovation and applying it to improve existing product and encourage new product development (Gatington & Xuereb, 1997). Similarly, previous studies on TO shows a positive effect on SMEs performance (see Aminu & Sheriff., 2015; Amirkhani & Reza, 2015; Gao, Zhou, & Yim, 2007; Mu & Di Benedetto, 2011; Pratono, 2016; Zhou & Li, 2010).

In specific, Kasim and Altiney (2016) in their study on Malaysian SMEs documented a significant relationship between TO and performance, while market condition moderates TO and SMEs performance relationship. Odondo et al. on their study on Kenyan telecommunication industry found TO as positively related with performance. However, some studies on technology orientation and firm performance states that TO have no effect on organizational performance (Deshpande et al., 2013; Halaka & Kohtamaki, 2011; Voss & Voss, 2000). Evidence on the effect of TO on SMEs performance in Nigeria is inadequate. Hence, SMEs in developing country like Nigeria need to combine their technology orientation ability with knowledge from the environment and adopt new technological trends in the global market (Aminu & Sheriff., 2015; Bo & Qiuyan, 2012).

Likewise, scholars globally have identified the vital role contemporary marketing plays in the development of SMEs which translate into greater performance. Brodie, Coviello and Winklhofer (2008) highlighted that CMP improves competitive advantage of a firm and also plays a critical role in fostering SMEs performance. Coviello, Winklhfer and Hamilton (2006) advanced that CMP dimensions such as DM, e-M, and NM are in evidence with customer acquisition, hence enhanced performance in terms of profitability. Existing literature has proven to the significance of contemporary marketing towards performance, yet limited studies have looked into the effect of combined dimensions of contemporary marketing and performance (see Adeniyi, 2011; Coviello, Milley, & Marcolin, 2001; Hapenciuc, Pinzaru, Vatamanescu, & Stanciu, 2015; Iyalla, 2015). Moreover, most of the studies on contemporary marketing used one or combination of two dimensions (Ibojo & Dunmade, 2016; Kuboye & Ogunlobi, 2013; Trang, Zander, De Visser, & Kolbe, 2015).

Similarly, majority of the studies focus more on marketing strategies and firm's performance (for example, Grinstein, 2008; Hussain, Ismail, & Shah, 2015; Kirca, Jayachandran, & Bearden, 2005). Some studies measured marketing orientation mostly by trust, empathy, attachment, communication, mutuality and shared values as having a positive association with market share, customer retention, sales growth, return on investment, and overall performance (Coviello, Winklhofer, & Hamilton, 2006; Sin, Tse, Yau, Lee, & Chow, 2002).

These studies support the idea that improved service and relationship efforts will positively affect performance (Brodie, Coviello, & Winklhofer, 2008; Coviello & Joseph, 2012). Since there has been limited studies to test marketing theories in

emerging markets such as Nigeria, research in the region can offer interesting insight to managers, practitioners and researchers (Adegbuyi, Ayinde, & Odularu, 2013; Iyalla, 2015). Equally, Adeniyi (2011) suggested that a feasible future direction of study in the area of firm performance is to investigate the influences of contemporary marketing strategies in other sectors of Nigerian economy other than the agricultural sector to have a wider insight. Based on these evidence, the present study incorporated contemporary marketing as a crucial determinant of SMEs performance in the framework to fill the gap and enhance the model for generalizability.

Decisively, based on the review of the previous literature on EO, TO, CM and firm performance there is no empirical evidence available pertaining the combination of these variable in one model. Hence, there is unreciprocated connection necessitating urgent empirical attention. This therefore, highlights a potential gap for further investigation on how these combinations foster and enhance performance. Thereby, this study proposed and tested this predictor variables on SMEs performance.

1.2.4 Moderating Effect of Government Support Policy on EO, TO, CM and Performance of SMEs

For model that produced inconsistencies and/or weak relationships, Baron and Kenny (1998) have suggested the inclusion of a moderating variable and testing the interaction between endogenous and exogenous constructs. The main purpose of introducing a moderating variable in a framework is essentially to strengthen and enrich the relationship between the constructs. Consequently, several authors have suggested many possible factors as moderators to strengthen SMEs performance. Notable among them are Rapp et al. (2010), suggesting cultural influence; firm age and government

policies (Rua et al., 2018), environment and culture (Aljanabi, 2017). Urban and Barreria (2010) role of government and Deshpande et al. (2013) government policies.

In the same vain, previous studies argued that many SMEs in Nigeria are unaware of the existence of some government development incentives available to the sector (Egena, Wombo, Theresa, & Bridget, 2014; Eze et al., 2016). Most of the programs were not given the appropriate backing and as a result of the ineffective promotion of these initiatives, the impact of these programs could not be felt in the economy. Egena et al. (2014) and Eze et al. (2016) argued that there is a need for an empirical study to assess the impact of government development initiativse towards SMEs performance in Nigeria.

Despite the fact that this study is significant to the SMEs development in Nigeria, there are however, limited studies that investigated the moderating effect of government support towards SMEs performance. For instance, Eniola and Entebang (2015) conducted a study on government policy and SMEs performance in Nigeria. Also, Egena et al. (2014) looked into institutional support for SMEs in Nigeria. Additionally, Eze et al. (2016) carried out a study on the funding arrangements for SMEs in Nigeria.

This present research is different from the previous studies (see Eniola & Entebang, 2015; Eze et al., 2016; Hadiyati, 2015; Nguyen, Alam, Perry, & Prajogo, 2009; Shariff, Peou, & Ali, 2010; Tende, 2014). For example, Enielo and Entebang (2015) found that government policy has a major impact on the competitiveness of SMEs and stressed the worthiness of an empirical study regarding the cognition of how GSPs influence the functioning of SMEs. Equally, Hadiyati (2015) studied the marketing and government

policy on MSMEs in Indonesia and the study observed marketing as a serious challenge faced by SMEs, hence recommended that government should develop and coordinate a strong empowerment programs for SMEs. Furthermore, Shariff et al. (2010) in their study of 220 SMEs in Cambodia, found a positive relationship between entrepreneurial values, financing, management, marketing and SMEs performance and also confirmed government policy as having an important role as a full moderator in such relationships hence, suggested for further studies on the issues, especially in an emerging economy.

Furthermore, past literature reviewed outlined an inconsistent and inadequate outcome on the influence of EO, TO, CM and firm performance (Karacaoglu et al., 2013; Mokaya, 2012). Besides, to the best knowledge of the researcher, there is no study that combine the influence of EO, TO and CM on SMEs performance in a single study model. Most past studies aimed at investigating the variables individually or in a combination of some other strategic orientations at a time (for example Deshpande et al., 2013; Kusumawardhani, Mccarthy, & Perera, 2009).

Methodologically, a number of past studies on strategic orientations and performance relationship have used the PLS-SEM techniques to accurately predict the associations. However, evidence on the application shows that there are several issues related to the measurement of the reflective and formative models. Covin and Wales (2012) proposed that measurements for constructs with dimensions includes the Type II second order formative scale (i.e. reflective first order, formative second order). The first-order constructs, for instance, innovativeness and competitive aggressiveness are formative concepts to the second-order construct (EO), thus combining their reflective indicators to the construct is entirely erroneous and inappropriate. In addition, Hair et al. (2012)

asserted that most of the previous studies inappropriately applied reflective criteria to evaluate formative measures. The authors strongly advised for more studies in the field of strategic management and marketing to apply the reflective-formative models in investigating constructs with second order.

Generally, based on the arguments of the previous studies that indicated gaps and suggestions for further investigation with paucities in empirical research on the relationship between EO, TO and CM with government support policy as moderator, the basic issues that attracted the attention of this study can be summarized as follows:

a) The reduction in performance of SMEs in Nigeria is an issue of serious concern which requires further investigation considering the role played by the sector in other emerging economies.
b) The need to establish the practice of EO, TO and CM among SMEs in Nigeria;
c) The need to determine the relationships between EO, TO and CM practices and performances of SMEs;
d) The lack of emphasis on government support policy as moderating variables in regard to SMEs performance.
e) Lack of empirical investigative study that combined the efforts of EO, TO, CM and performance in one framework.

In succinct, the current study is motivated by the practical and the theoretical gaps identified in the context discussed. The study empirically tested the moderating effect of GSPs as strengthening the relationship between EO, TO, CM on SMEs performance in Nigeria. This confirmed with the current government's commitment in overcoming

the challenges of SMEs in the country and making the sector a viable economic contributor (Osinbajo, 2015; Udo & Adebayo, 2015; Wakil, 2016). Hence adopting government support policy as a moderating variable for this study is justified.

1.3 Research Questions

Based on the views presented in the problem statement, the major questions raised to guide this study are:

1. What are the significant relationships between entrepreneurial orientation, technology orientation, contemporary marketing and the performance of small and medium enterprises in Nigeria?
2. Does the role of the government support policies in strengthening the relationships between the entrepreneurial orientation, technology orientation and contemporary marketing practice have significant effects on the SMEs' performance in Nigeria?

1.4 Research Objectives

The general objective of this study is to assess entrepreneurial orientation, technology orientation and contemporary marketing practice on the SMEs performance in Nigeria with a moderating role of the government support policies. Specifically, the research objectives are as follows:

1. To examine the relationship between entrepreneurial orientation and SMEs performance.
2. To investigate the relationship between technology orientation and SMEs performance.

3. To examine the relationship between contemporary marketing and SMEs performance.
4. To assess the moderating effects of the government support policies on the relationship between the entrepreneurial orientation and SMEs performance.
5. To examine the moderating effects of the government support policies on the relationship between technology orientation and SMEs performance.
6. To evaluate the moderating effects of the government support policies on the relationship between contemporary marketing and SMEs performance.

1.5 Significance of the Study

This study would meaningfully add towards extending the borderline of existing knowledge as well as provide empirical support for practitioners. It is expected to provide more understanding of the relationship between EO, TO, CM and SMEs performance in Nigeria. Specifically, the study would offer clarity on the moderating effects of GSPs on the relationship between the independent variables and the dependent variable so as to shed more light on the role of the policies and incentives of the Nigerian government to improve survival, growth, and performance SMEs.

The significance of this study can be broadly categorized into two. It has both practical and theoretical importance. Practically the government and agencies saddle with policy formulation relating to improving the SMEs performance in Nigeria and other policymakers will find the results of this study as a valuable reference for their policy formulation and decision-making in the areas of SMEs performance. It will also enhance_the ability of regulators of SMEs in developing industrial policies and strategies that will improve the survival and growth of the SMEs.

Likewise, the findings of this work will be of value, practically, to SMEs owner-managers in understanding the vital aspects of EO, TO and CM to increase in order to improve upon their firm performance and which one to avoid. Additionally, the findings of this study are expected to enhance the knowledge and perception of SMEs owner-managers and practitioners in the areas of technology adaptations and modern marketing applications to improve the existing product and new product development. The SMEs owner-managers and practitioners will understand that in this era of globalisation equipped with improved technology, especially in the areas of IT, highly competitive and dynamic business environment, the only way to survive and remain successful and also have a competitive advantage over competitors is to be entrepreneurially inclined, strategically positioned and market-oriented. To be a good entrepreneur, managers need to be bold enough to take risks even in the face of uncertainties, be innovative and proactive as this is the only way to become economically viable.

It is also believed that the study will have a lot of theoretical significance and contributions to the literature in the field of entrepreneurship and especially to the body of knowledge on EO, TO and CM. This research work provides further empirical findings to validate the existing literature that entrepreneurial orientation, technological innovation, and contemporary marketing activities lead to a superior organizational performance in the areas of improved profitability, sustainability and growth.

The study further tested empirically, the relationships between EO, TO and CM with performance. Previous studies have neglected the combination of these important variables in a single study model as predictors of firm performance. Consequently, the

convergence of these variables is justified (Adeniyi, 2011; Halaka & Kohtamaki, 2011; Hapenciuc et al., 2015). This study to the knowledge of the researcher is the first that combined these three independent variables on firm performance in a one study model. This study attested to be among the few studies that consider the whole of the SME sectors, particularly in Nigeria and with a large population of an entire region in the country. This will enhance the universal applicability and generalization of the constructs of EO, TO, CM and their measuring instruments. The study also validated previous findings on these contexts and performance relationship.

Conversely, the study is expected to contribute to the literature in the areas of EO, TO, CM and performance by testing the moderating influence of GSPs. Consequently, due to the inconsistencies in the previous findings, the moderating variable is expected to strengthen the relationship and help reduce the unexplained variance in the relationship between the independent variables and the dependent variable.

1.6 Scope of the Study

The study is centered on the SMEs in Nigeria with a view to investigating the moderating effects of GSPs on the relationship between EO, TO, CM and the SMEs performance in Nigeria with a special focus on the northeast region. EO, TO and CM are the independent variables, GSPs the moderating variable and SMEs performance is the dependent variable.

The study was quantitative and cross-sectional in nature, the medium of data collection used was the questionnaire which was structured based on a seven-point Likert scale and self-administered approach was applied. The unit of analysis for this research was

organisations where SMEs' owner-managers were chosen as respondents as they represent their respective organisations. Due to the knowledge they have pertaining to the operation of their businesses, they are in a better position to provide the necessary information on behalf of their organisations (Antoncic & Hisrich, 2004). The use of these people as key respondents is in line with previous studies (Charles, Joel, & Samwel, 2012; Shehu & Mahmood, 2014).

Business organisations in Nigeria are classified into four (4) scales, these are the micro/cottage industry, small scale industry, medium scale industry and large scale industry. However, this study covers only the small and medium scale enterprises and is restricted to the northeast region of the country. There are about 8,662 SMEs spread across the six (6) states that constitute the northeast of Nigeria (NBS & SMEDAN, 2013). Table 1.2 and Figure 1.2 present the breakdown of SMEs for each state in the region.

Table 1.2

Number of SMEs in the Northeast Region of Nigeria

State	Number of Small Scale Enterprise	Number of Medium Scale Enterprise	Total
Adamawa	1,120	75	1,195
Bauchi	2,039	27	2,066
Borno	2,345	87	2,432
Gombe	1,043	65	1,108
Taraba	891	69	960
Yobe	846	55	901
Total	**8,284**	**378**	**8,662**

Source: NBS & SMEDAN (2013)

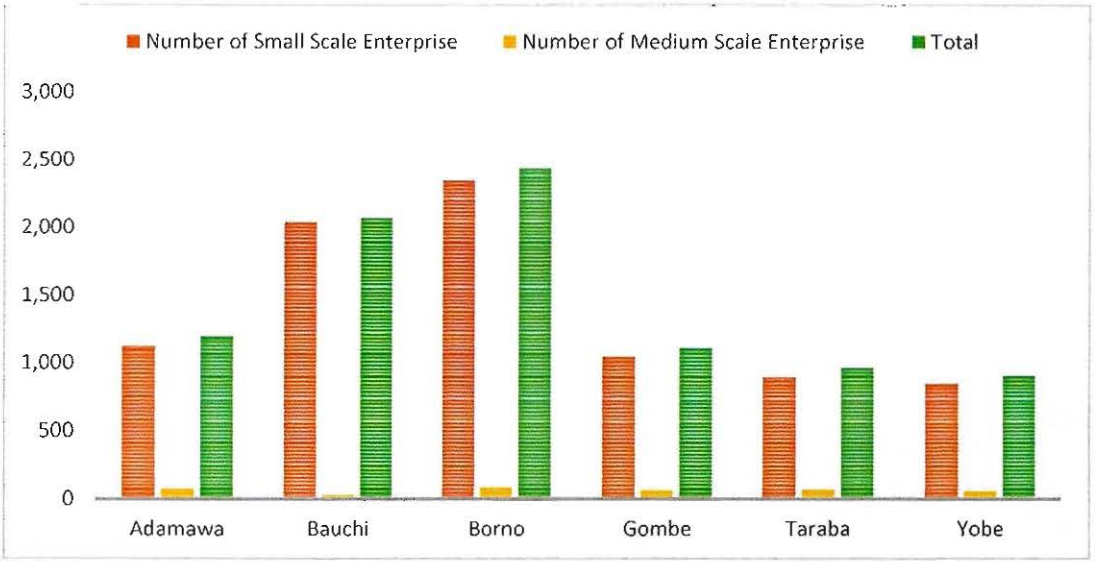

Figure 1.2: Number of Small and Medium Enterprises in the Northeast Region of Nigeria

Source: NBS & SMEDAN (2013)

The study was limited to SMEs in all sectors located in the northeast, Nigeria. The choice of the northeast is based on its vast landmass with numerical strength in terms of the population, the region is the second most populace with an estimated population of over 20 million people (NPC, 2007). Furthermore, northeast is blessed with abundant potentials for entrepreneurial activities and has a substantial number of SMEs, 8,662 (NBS & SMEDAN, 2013) that serve as a major employer of labour in the region.

Additionally, the northeast is the only region in Nigeria that borders three African countries with huge commercial activities which extend to the neighboring countries of Cameroon, Chad and Niger Republic. Lastly, the region has less number of large enterprises and is the researcher's hope for SMEs to develop into larger industries.

1.7 Definition of Terms

Entrepreneurial orientation (EO): The entrepreneurial behavior that indicates the extent to which SMEs are entrepreneurially oriented in terms of proactiveness, risk-taking, innovativeness, competitive aggressiveness, and autonomy.

Technology orientation (TO): The SME's technological ability to adapt to new technology as a source of existing product improvement and development of new products in order to satisfy the target market.

Contemporary Marketing (CM): Is the context of the new order of relationship marketing that comprises five categories of transaction marketing, database marketing, E-Marketing, interaction marketing and network marketing.

Small and Medium Enterprises (SMEs): Business firms that employ fewer than 200 employees and its total assets, excluding land and building, do not exceed 500 million Nigerian Naira.

Firm performance: Ability of the SMEs to effectively and efficiently utilize the available resources in order to survive, satisfy customers and contribute to the creation of employment.

Government Support Policies (GSPs): The extent to which government provides an adequate enabling environment for private sector-led entrepreneurship in the areas of SMEs through access to finance, infrastructural amenities, technological innovations, training and capacity building and R&D among others that may enhance their performance.

1.8 Organization of the Study

The study consists of six chapters. Chapter One is the introductory chapter that covers the background of the study, reviewing the performance of SMEs in a global perspective as well as in Nigeria, the problem statement and the purpose of the study, research questions, and objectives, significance of the study, the scope and structure of the thesis.

Chapter Two outline briefly the historical and economic development of Nigeria, the overview of entrepreneurship and SMEs in Nigeria. This chapter is sub-divided into seven sections which are summarized as the introduction, brief history of Nigeria, Nigerian economy in recent years, economic development of Nigeria, an overview of entrepreneurship in Nigeria, roles and importance of SMEs in Nigeria and the challenges faced by SMEs in Nigeria.

Chapter Three contains the literature review, the chapter starts with a brief introduction to the understanding of small and medium enterprises. Also reflects on the concepts of entrepreneurial orientation, technology orientation, contemporary marketing, and SME performance. The role of the government support programs for the SMEs in Nigeria as well as underpinning theory for the study (Resource Based View Theory), the conceptual framework, gaps in the literature and hypotheses development were discussed.

Chapter Four is the research methodology which discusses, among other things, the research design, data collection and the population, sample size and sampling techniques adopted. The chapter also discourses the measures and instrumentation, and

data collection procedures. Finally, the chapter describes the methods of data analysis and the validity and reliability standards.

Chapter Five outlines the statistical analysis of the data collected, these consist of data examination and coding, screening and purgative. Then, the measurement model as well as the structural model which were assessed with PLS-SEM using the SmartPLS 2.0 software package were analyzed and reported. Consequently, results of the hypotheses based on the assessment of the structural model are reported.

Chapter Six discusses the research findings based on the research objectives and hypotheses. Furthermore, the chapter provides the practical, theoretical and methodological contributions and implications of the findings of this study. The chapter describes the research limitations and suggests future research direction. Finally, the chapter presents the conclusion of the study.

CHAPTER TWO

AN OVERVIEW OF NIGERIA

2.1 Introduction

This chapter presents the historical, political and economic background of Nigeria and an overview of entrepreneurship and SMEs in Nigeria. The chapter is divided into seven sections which comprise the introduction, brief history of Nigeria, Nigerian economy in recent years, economic development of Nigeria, an overview of entrepreneurship in Nigeria, roles, and importance of SMEs in Nigeria and the challenges faced by SMEs in Nigeria.

2.2 A Brief History of Nigeria

Nigeria, an African country on the Gulf of Guinea is the most populous black nation in the world, with an estimated population of over 180 million (NPC, 2007). Africa and particularly Nigeria will be the leading global population rise over the next century and possibly larger than USA by 2050 (UNDP, 2012). The Nigerian population is divided into over 250 multi-ethnic and cultural groups. The population is grouped into Kingdoms because of their culture, norms, and tribes.

There were about five kingdoms before 1960 namely the Hausa Kingdom, who are majority Muslims from northern region. Igbo Kingdom from southeast and largely Christians. The Yoruba Kingdom in the southwestern region, while the Kanem Borno Empire from the northeast and the Nupe Kingdom from middle belt region which are predominately Muslims. More than two-third of the population and three-quarters of land mars of the country is in the northern region (Aiyedogbon & Ohwofasa, 2012). By

1914, the country was amalgamated into two provinces as northern and southern provinces by the British.

The most populous and politically influential ethnic groups are: Hausa and the Fulani 29%, Yoruba 21%, Igbo (Ibo) 17%, Ijaw 10%, Kanuri 7%, Ibibio 3.5%, Tiv 2.5% others 10% (World Bank, 2014) English is the official language while the major spoken languages are Hausa, Yoruba and Igbo (Ibo) and over 500 additional indigenous languages. The majority are Muslim with 55% of the population, Christian 35%, and other indigenous beliefs 10%. The climate varies across all regions in the country; equatorial in south, tropical in the central and arid in the north (Nwachukwu, 2016). Figure 2.1 shows the map of Nigeria as a nation with 36 states and the Federal Capital Territory (FCT).

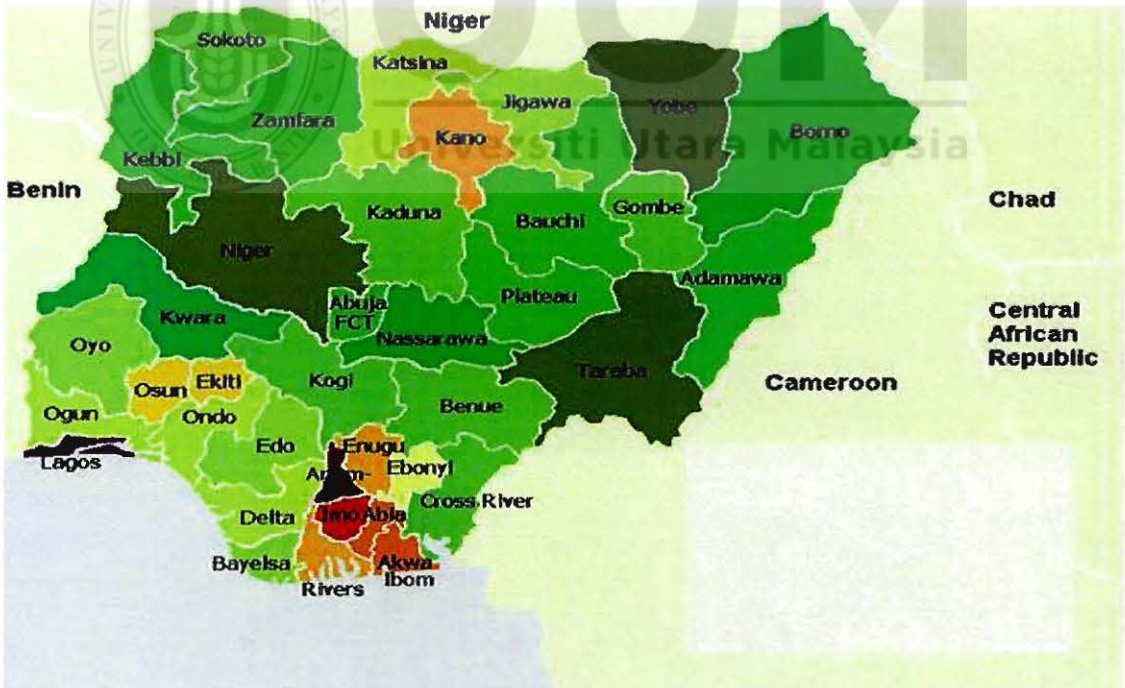

Figure 2.1: Map of Nigeria

Source: Atlas (2016)

The states are further divided into six (6) geopolitical zones of northeast, northwest, northcentral, southeast, southwest and south-south. The Northeast region is the second largest population with over 20 million people (NPC, 2007). The region is blessed with fairly good climate, a large market that extend to the neighbouring countries of Cameroon, Chad and Niger, abundant human resources and land area fertile for both the agricultural and entrepreneurial activities. Northeast is adjudged to be one of the poorest in the country with most of its populace living below the poverty line due to the high unemployment rate, high illiteracy, lack of infrastructure and of recent the Boko Haram insurgency (Dambaza, 2014; Ogujiofor & Deemua, 2013; Omotosho, 2015).

The possibilities that are available for the Nigerian state as a result of its population-diversity, human and natural resources can only be imagined (Eneh, 2010; Wakili, 2016). But all these seeming advantages would become a curse without a proper and effective program that can harness the entrepreneurial activity and SMEs development for economic growth in the right direction (Okafor, 2015; Osinbajo, 2015b).

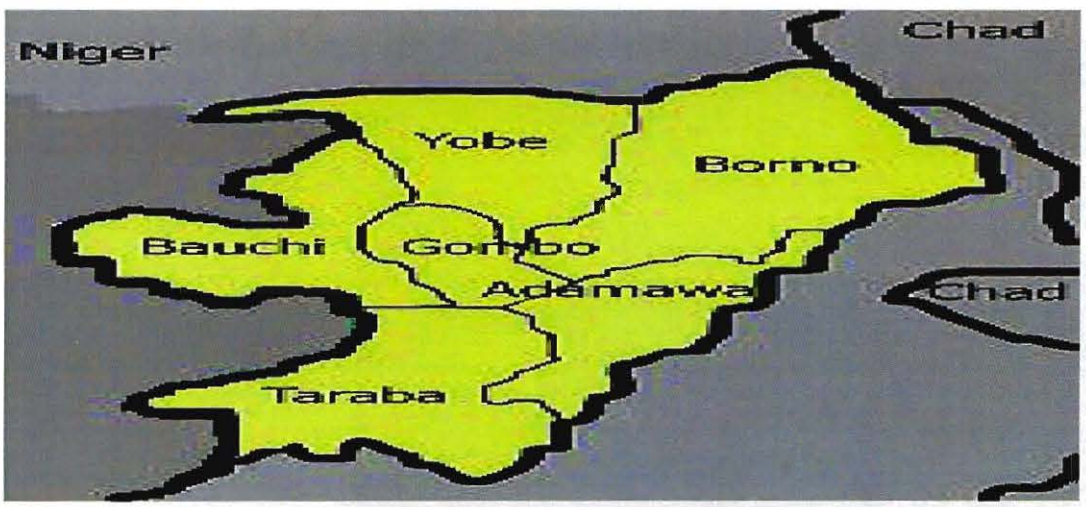

Figure 2.2: Map of Northeast Region, Nigeria
Source: Atlas (2016)

2.3 Nigerian Economy in Recent Years

Following an April 2014 statistical "rebasing" exercise, Nigeria has emerged as Africa's largest economy, with 2014 GDP estimated at US$479 billion (Nwoye, Obiorah, & Ekesiobi, 2015). Oil has been a dominant source of the government revenue since the 1970s, even though regulatory constraints and security risks have limited new investment in oil and natural gas (Okonjo-Iweala, 2014). Nevertheless, the Nigerian economy has continued to grow at rapid 6 to 8 percent per annum (pre-rebasing), driven by growth in agriculture, telecommunications, and services (Jerven, Kale, Duncan, & Nyoni, 2015; Nwachukwu, 2016).

Despite its strong fundamentals, oil-rich Nigeria has been hobbled by inadequate power supply, lack of infrastructure, delays in the passage of legislative reforms, inefficient property registration system, restrictive trade policies, inconsistent regulatory environment, slow and ineffective judicial system, unreliable dispute resolution mechanisms, insecurity, and pervasive corruption (Adisa, Abdulraheem, & Mordi, 2014; Agwu, 2014). Economic diversification and strong growth have not translated into a significant decline in poverty levels – as more than 67% of Nigeria's (i.e; over 180 million people) live in extreme poverty (Falola, Ayinde, Mark, & Ezekiel, 2015; NBS, 2012; Osinubi, 2005; World Bank, 2013).

2.4 Economic Development of Nigeria

The Nigerian economy is one of the most developed and largest economies in Africa and its considered as an emerging economy (Lawal & Oluwatoyin, 2011; World Bank, 2014). The petroleum industry is central to the Nigerian economic profile. OPEC report of 2014 placed Nigeria as the 8th largest producer of petroleum products in the world.

The petroleum industry accounts for over 70% of the GDP and above 90% of the total exports. However, the agricultural sector contributes about 45% of the total industrial input and employs close to 100% of the rural population (Effodun, 2015).

Nigeria has a great potential for economic growth and development, given her vast natural resources in agricultural lands and minerals, as well as abundant manpower. Acemoglu (2008) submitted that in the 60s, GDP per capita of Nigeria expanded to 132%, reaching a peak growth of 283% in the 70s. However, in the 80s, this shown unjustifiable and it thus shrivelled by 66% (Aigbokhan, 2000; Effodun, 2015). Diversification initiatives finally took effect in the 90s and the growth was reinstated by 10%. Due to inflation, per capita, the GDP remains lower than in the 1960 when Nigeria affirmed its independence. Over 60% of the population lives below the poverty line (less than US$1) per day (Aigbokhan, 2000; Falola et al., 2015; World Bank, 2014).

The Nigerian government has over time embarked upon numerous economic developmental policies, plans, programmes, and projects. The first economic policy plan was the National Development Plan introduced in 1962 through 1968. The objective was intended to put the economy on the track of quicker growth by prioritizing agricultural and industrial development as well as training of high-level and intermediate manpower (Frank, 1968; Marcellus, 2009).

In 1970 to 1980, another National Development Plan (second and third economic plan) was introduced but with a different objective which was devoted primarily to reconstruct and rehabilitate the infrastructures that were destroyed during the civil war

years (Okojie, 2002). During these years, there were massive investment of resources into the rehabilitation and reconstruction of new infrastructural facilities in the country.

Furthermore, the fourth National Development Plan was implemented from 1981 to 1985. Similar to the previous plans, the policy was a carefully designed instrument for harnessing the country's national resources for the benefit of the citizenry to decrease the dependence of the economy on a slender range of activities and widen the economic base as well as develop the technological know-how (Okojie, 2002). Moreover, the economic recession of the early 1980's necessitated the implementation of the Economic Stabilization Measures and later the Structural Adjustment Programme (SAP), which was intended to building a more market-friendly economy and to encourage private enterprise through the removal of clumsy administrative mechanisms in economic management (Izuchukwu, 2011; Okojie, 2002).

In addition to the above developmental policies, the then Head of State of Nigeria, late General Sani Abacha fashioned out the Vision 2010 in the early 90s which was targeted at transforming the country and focusing it firmly on the track to become a developed nation by the year 2010 (Lawal & Oluwatoyin, 2011; Marcellus, 2009). According to the framework, the private sector was expected to be very vibrant, within a market-oriented, highly competitive, broad-based, private sector-driven development process, unfortunately, the vision died with the initiator, late General Sani Abacha.

Equally, Lawal and Oluwatoyin (2011) asserted that the return of democratic governance in the country in 1999 has brought along a series of reforms aimed at redressing the distortions in the economy and restoring a viable economic growth. The

National Economic Empowerment and Development Strategy (NEEDS) of 2004 were a home-grown poverty reduction, value-reorientation and socio-economic development strategy for the country (CBN, 2006; Marcellus, 2009; NPC, 2007).

2.5 An Overview of Entrepreneurship in Nigeria

The role of entrepreneurs as an agent of economic growth and employment generation in a society has gained considerable attention both in the literature and the policy thrust of the well developed and developing economies (Garba, 2010; Inyang & Enuoh, 2009). What makes entrepreneurship significant is the ability to create commercial or industrial enterprise, and this can be very crucial to the advancement of social progress (Ibrahim & Masud, 2016; Hathaway & Litan, 2014). The creation of SMEs and their subsequent expansion through successful development adds to the productive capacity of a nation. Moreover, it takes the growth of successful SMEs to grow into large and multinational corporations (Akanbi, 2013; Al-Ansaari, Bederr, & Chen, 2015).

Basically, the Nigerian private sector can be categorised into these broad industrial spheres: oil and gas, agriculture and industrial/services (including non-oil mining) (SMEDAN, 2012). The Nigerian economy has depended largely on crude oil for its sustenance, which contributes over 90% of its foreign exchange (Effodun, 2015; Okojie, 2002). Diversification of the resource base of the economy informed the orientation towards a market-led economy (Izuchukwu, 2011; Okojie, 2002).

But in terms of entrepreneurial development, it can be argued that the oil industry has a minimal contribution towards the development of the SMEs sector (NBS & SMEDAN, 2013; SMEDAN, 2012). This is because its Nigerian content has been

estimated at less than 5%. As most of the entrepreneurial activities of the oil industry are initiated outside the country's boundaries, with Nigerians playing a passive role, at best. Agriculture, on the other hand, has been the main occupation of Nigerians and engages the majority of its people. Entrepreneurially, agriculture presents far more potentials and opportunities for entrepreneurial development in the sense that it is a breeding ground for micro, small and medium business in Nigeria (NBS & SMEDAN, 2013; Nwannekanma, 2009).

2.6 Roles and Importance of SMEs in Nigeria

The SMEs plays a significant and important role towards the development of the Nigerian economy (Eneh, 2010; Oboreh, Francis, & Ogechukwu, 2013). The SMEs sector is a major engine which encourages the growth of a nations' economy, wealth creation and employment generation (World Bank, 2013). The SMEs performance is significantly linked to the strengthening and enhancement of the development of a country (Osotimehin., Jegede, Akinlabi & Olajide, 2012). The SMEs performance and growth in manufacturing, agriculture, services, and other sectors, has been considered as the engine drive and has contributed substantially to the Nigeria economy (NBS & SMEDAN, 2010; SMEDAN, 2012). Sustainable growth and the increase in SMEs performance and competitiveness will open numerous doors for employment opportunities, and for tangible and intangible assets (investment) in the environment (Imeokparia & Ediagbonya, 2014).

In spite of the exploitation of petroleum products and numerous challenges faced by SMEs, the sector has developed rapidly in the areas of a business venture and job creation over the years (SMEDAN, 2012). SMEs provide gainful employment for about

90% of the Nigerian population (Eneh, 2010; Sanusi, 2003). Available reports also suggest that the agricultural sector accounts for close to 35% to 40% of the nation's GDP. Most of the operators in the agricultural sector are small-scale self-employed individuals engaged in agro-allied processing activities such as farming, handicraft, fishing, agro-forestry and livestock rearing (NBS & SMEDAN, 2013). In achieving optimal economic development and to reduce dependency on crude oil for redistribution of economic wealth, the government seeks rescue from the SMEs sector by employing economic diversification (Osinbajo, 2015a; Wakili, 2016).

Since the mid-1980s, banks were mandated to set up branches in the rural regions. The objective of this policy was to improve access to financial services (Collier, Soludo, & Pattillo, 2008). There has been an increased loyalty of government to entrepreneurship development, especially after the founding of the Structural Adjustment Program (SAP) in 1986. The Nigerian government has introduced different development support policy programs since the early 1970s to help improve the performance of the small and medium business owners and investors through financing and to help diversify the country dominance of an over-reliance on the oil sector (Oboreh et al., 2013; Ogechukwu, 2011). The Federal government policy interventions for the financing of SMEs are generally geared towards improving the expected contribution of the sector to the growth and evolution of the economy (CBN, 2007).

The performance and survival of SMEs depends on the favourable policy that can drive and develop the sector in the country (Eneh, 2010; Obaji & Olugu, 2014; Ogechukwu, 2011). The importance of SMEs has always been observed by the government through various strategic policies (Oboreh et al., 2013; Ogechukwu, 2011).

2.7 Challenges Faced by the SMEs in Nigeria

Despite its abundant natural and human resources, the Nigerian SMEs are faced with some challenges which in the recent years have surged a serious set-backs to entrepreneurship development (Mukhtar, 2013; NBS & SMEDAN, 2013; Okpara, 2011). Some of these challenges include the paucity of infrastructure including bad roads, water shortage, erratic supply of electricity, and poor technology (Bangudu, 2013; Eze et al., 2016; Mambula, 2002).

Research investigations by the Business Environment and Enterprise Performance Surveys of 2007 identified major critical challenges facing businesses in Nigeria especially SMEs. These include access to finance, access to market, bureaucracy in obtaining licenses/permit, corruption, insurgency, customs & trade registration, infrastructure paucity, inadequately skilled workforce, labour regulations, obsolete technology, tax administration, and tax rates.

Governments around the world either developed or developing countries have recognised the important contribution the small firms make to the economy and many have established extensive support arrangements to help people start and grow their businesses (Irwin, 2006). However, in Nigeria, the scarcity of venture capital financing has aggravated the challenges faced by SMEs. Lack of long-term loans to the sector has crippled the successful performance of SMEs as most loans in the Nigerian market are short-term while what SMEs require to grow and become really successful is long-term patient capital (Mambula, 2002; Osotimehin et al., 2012).

Furthermore, the unstable environmental policy in the country has been affecting the growth and performance of SMEs negatively (Adelaja, 2012; Ihua, 2009). In recent times, there has been frequent and series of policy changes in the country without due consultation with the SMEs stakeholders.

The northeast part of Nigeria which is the scope of this study is considered to be an isolated area by the government economic development initiatives, this give rise to poverty which is attributed to be a major reason for the existence of insurgency across the region (Dambaza, 2014; Ogujiofor & Deemua, 2013). According to UNESCO Institute of Statistics (UIS), as cited by Dambaza (2014), 39% of Nigerian children between the ages of 7-18 years are educationally deprived and two-thirds of these children are in the northwest and northeast geopolitical zones of the country (Dambaza, 2014; Ogujiofor & Deemua, 2013). The high level of insecurity in the country ranging from kidnapping to the 'Boko Haram' insurgency remains a major problem confronting the establishment and growth of SMEs in the country especially the northeast (Omotosho, 2015).

The major consequences of the terrorist activities towards the Nigerian economy can be seen through the dry up of Foreign Direct Investment (FDI) due to rising insurgency. Since 2009, FDI has been dropping sharply, sending shock waves down the spine of the authorities (Olayiwola & Okodua, 2013). This is so, particularly, since the first quarter of 2015, when declining price of oil in the international market caused serious fiscal upsets for Africa's largest economy. For instance, the World Investment Report (2013) stated that FDI flows into Nigeria dropped by 21% in just one year – from $8.9 billion in 2011 to $7 billion in 2012. This translates to the loss of $1.9 billion, a figure

considered unacceptable for a country in dire need of shoring up its revenue (NBS, 2012; NBS & SMEDAN, 2013).

2.8 Chapter Summary

This chapter presents an overview of Nigeria as a nation by highlighting its formation, historical, cultural and general business environment. The chapter explains the economic and entrepreneurship development of the country based on previous literature. The roles and significance of SMEs to the economic and societal advancement of Nigeria were discussed. Equally, the challenges faced by the SME sector were also highlighted. Furthermore, the chapter discusses the roles and importance of SME in Nigeria in terms of providing employment opportunities. In addition, the chapter highlights the significance of the agricultural sector which provides close to 40% of the nation's GDP and most of the operators in this sector are small-scale self-employed individuals engaged in agro-allied processing activities (NBS & SMEDAN, 2013). Agriculture, on the other hand, presents far more potentials and opportunities and has been the main occupation of Nigerians (NBS & SMEDAN, 2013; Nwannekanma, 2009).

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

This chapter seeks to develop an understanding of the general background of the small and medium enterprises and narrow it down to the contexts of entrepreneurial orientation, technology orientation, and contemporary marketing practice and their influence on the SME performance. The chapter also discusses the role of the government support policies on SME development and the underpinning theory of the study. Finally, a summary of the chapter was highlighted.

3.2 Small and Medium Enterprises (SMEs): An Overview

The SMEs performance is globally linked to the growth and development of a nation's economy (Yaacob, Mahmood, Zin, & Puteh, 2014). This expounds the significance of this segment as an instrument that can create not only economic growth in emerging nations but also advanced countries (Staniewski, Nowacki, & Awruk, 2016). Conversely, the functions and impact of SMEs in some countries are much momentous than in the large scale industries (Gunasekaran, Rai, & Griffin, 2011; Yaacob et al., 2014).

Furthermore, SMEs have been acknowledged globally as one of the major contributing sector to GDP in the areas of employment generation, poverty reduction, rapid industrialisation, encourage the spread of technology and innovation and wealth creation among citizens (Amoros & Bosma, 2014; Eneh, 2010; Fashoyin, 2012; Kale, 2012) as well as being the backbone of the rural economy (NBS & SMEDAN, 2013).

3.3 The Concepts of SME

The basic principles for classifying SME is based on the strength of the workforce capital. In a more advanced economy such as the USA, SMEs are defined as "any business with fewer than 500 employees" (Tyson & Schell, 2011). The UK classifies SMEs into three categories as micro having less than 10 employees, small with employees from 10 to 49, and medium from 50 to 250 employees (Al-najjar, 2014; Quy, 2016).

The World Bank (2013) defined SMEs as a firm having a strength of 10-300 workforce. Similarly, Ghavidel, Farjadi, and Mohammadpour (2011) described SMEs as financially independent companies that are not affiliated with large companies, and fiscal assets are also used to define SMEs. In the EU, SMEs must have an annual revenue equal to or over 40 million Euro and/or the balance sheet value not exceeding 27 million Euro.

Similarly, in the emerging economies such as India, SMEs are defined based on the investment in plant and machinery for manufacturing enterprise and on equipment for service rendering enterprise (Okeke, Onuorah, & Oboreh, 2015). Frank, Rebeiro and Oliviera (2016) and Nassif, Hashimoto and Amaral (2014) classified Brazilian SMEs into three categories of micro, small and medium. Micro with a gross annual income up to ten thousand US dollars ($10,000.00) with 1-199 employees, small with gross annual income over ten thousand but not exceeding two hundred and fifty thousand US dollars ($10,000-250,000) with a workforce of 200-399 employees and medium enterprise as having a gross annual income of over two hundred and fifty thousand but not exceeding

ten million US dollars ($250,000-$10m) with number of employees from 400-600 workers.

Equally, the SME Corporation Malaysia (2014) classified SMEs into two categories; the manufacturing sector and service and other sectors. The Manufacturing sector with turnover not exceeding fifty million ringgit (RM50m) and employment strength of 200 workers. In the service and other sectors, turnover not more than twenty million ringgit (RM20m) and the total number of employees not more than 75 workers.

Table 3.1

SME definition in Malaysia

Category	Manufacturing Enterprises	Service Enterprises
Micro	Sales turnover of less than RM300,000 OR full-time employees less than 5	Sales turnover of less than RM300,000 OR full-time employees less than 5
Small	Sales turnover from RM300,000 to less than RM15 million OR full-time employees from 5 to less than 75	Sales turnover from RM300,000 to less than RM3 million OR full-time employees from 5 to less than 30
Medium	Sales turnover from RM15 million to not exceeding RM50 million OR full-time employees from 75 to not exceeding 200	Sales turnover from RM3 million to not exceeding RM20 Million OR full-time employees from 30 to not exceeding 75

Source: SME Corporation Malaysia (2014).

In Nigeria however, there is no clear-cut definition of SMEs. The concept varies over time and from organization to organization (World Bank, 2013). Various organizations or institutions in Nigeria have at different times, defined SME in different ways, but the definitions have as common measures fixed assets, gross output, and number of employees. The National Policy on SMEs classifies the Nigerian's SMEs into three

categories (see Table 3.2), mainly micro, small and medium enterprises. These SMEs are defined based on the number of employees and the total assets in Nigerian naira (NGN), excluding land and building (NBS & SMEDAN, 2013; Oboreh et al., 2013; Ogechukwu, 2011).

Table 3.2

Definition of SME in Nigeria

Category	Employees	Assets (NGN' millions) (excluding land and building)	Asset in USD (millions)
Micro enterprises	Less than 10	Less than 5	Less than 0.033
Small enterprises	11 – 49	5 to less than 50	0.033 to less than 0.333
Medium enterprises	50 – 199	50 to less than 500	0.333 to less than 3.333

Source: NBS and SMEDAN (2013).

NBS and SMEDAN (2013) defined SMEs as an enterprise with employees fewer than two hundred and the total assets excluding land and buildings not exceeding five hundred million Nigerian Naira. Since the mid-1980s, banks were mandated to set up branches in the rural areas. The objective of this policy was to improve access to financial services (Collier et al., 2008). There has been an increased loyalty of government to entrepreneurship development, especially after the founding of the Structural Adjustment Program (SAP) in 1986. The Nigerian government has introduced different support policies since the early 1970s to help improve the performance of SMEs through financing and to help diversify the country's economies of an over-reliance on the oil sector (Ogechukwu, 2011). To achieve this goal, the Federal government policy interventions for the financing of SMEs are generally geared towards improving the expected contribution of the sector to the outgrowth and evolution of the home economic system (CBN, 2007).

The performance and survival of the SMEs depends on the favourable policies that can drive and develop the sector in Nigeria (Obaji & Olugu, 2014; Oboreh et al., 2013). Eneh (2010) suggests that the link of SMEs performance and economic growth remains complex and that entrepreneurial ability remains a necessary component of a country's capability to support economic development. The importance of SMEs has always been observed by the government through various strategic policies (Oboreh et al., 2013). Based on these concepts, the next section will discuss the performance measurement of SME in terms of different dimensions such as the financial and non-financial indicators.

3.4 SME Performance

Performance of SMEs is made up of the actual outcome measured against its input and it enable SMEs to focus on areas that need improvement by evaluating the level of work progress in terms of quality, cost and time so as to consolidate in areas with higher level of output (Gorondutse & Hilman, 2014; Mennens, Gills, Odekerken-Schroder & Letterie, 2018; Sheriff, Ahmad & Hafeez 2017). SMEs are said to be performing when it achieves its overall objectives with effective and efficient utilization of its resources (Aminu & Mahmood 2016; Semrau et al., 2016; Sorooshian, Aziz, Ahmad, Jubidin & Mustapha, 2016).

Several studies on SMEs performance have used a number of resources to investigate the factors influencing SMEs' performance. Aminu and Sheriff (2014) study the mediating role of access to finance on the relationship between strategic orientations and SMEs performance in Nigeria. They found that the performance of an entrepreneurial venture is influenced by the entrepreneur's access to finance, markets and information.

Additionally, previous studies have emphasized on a clear segregation between the two phases of performance assessment in the literature (Gorondutse, Abdullwahab & Naalah 2016; Suliyanto, 2011; Tang & Tang, 2012; Polat & Mutlu, 2012). The traditional practiced between the 1880s and the 1980s was more prominence on financial aspects like increase in productivity, profit maximization and return on investment while the modern stage starting from 1990s, put strong emphasize on both financial and non-financial measures (Hussain et al., 2015; Minai & Lucky, 2012; Sorooshian et al., 2016). Recent studies (see Ismail, Saud, & Md Isa, 2017; Peng & Lin, 2017; Demirbag, Koh, Tatoglu & Zaim, 2006) have recommended that SMEs should encompass both financial and non-financial dimensions in assessing performance.

Conversely, SMEs performance can be defined as the degree to which an SME achieves its competitive advantage through appropriate application of its tangible and intangible resources. Inyang and Enuoh (2009) related SMEs performance to the level of productivity, optimal and perfect application of resources in an effective and efficient manner. Additionally, SMEs' performance can be viewed as how the firm delivers value to its stakeholders and customers. It indicates how well the management manages the firm's resources as proposed by RBV (Penrose, 1959). Hence, performance is a central issue in SMEs operations and it needs adequate commitment and strategic planning.

Based on the above concepts and definitions, performance can be seen as the outcome of a company's resource commitment alongside its key performance indicators and the attainment of its intended objectives. Performance can be achieved when SMEs are generating the maximum level of profitability by using their resources and capabilities

in effective and efficient manner. The performance of SMEs can be measured either quantitatively (numeric measure of performance) or qualitatively (non-numeric measure of performance) or incorporating both, depending on the goals and objectives which the SMEs intends to achieve.

3.5 SMEs Performance Measurement

The concept performance measurement is a subject open to wide variation as it is a somewhat indefinite word when it functions as a placeholder in research (Sorooshian, et al., 2016). The lack of consensus on the meaning generates misperception and obviously limits the potential for overview and comparability of studies in the area (Franco-Santos et al., 2007; Sorooshian et al., 2016). For instance, performance management, firm performance, performance measurement, performance assessment, or performance evaluation are used interchangeably. Dictionary of management sciences defines performance as the accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost, and speed (Al-Dhaafri, Al-Swidi & Yuosoff, 2016; 2016; Sorooshian et al., 2016).

Accordingly, to perfectly evaluate how well an organization is performing, there is a need to develop some assessable measures. This can attain by recognizing those aspects of the business procedures that need modification for improvement and those that are working well (Alegre & Chiva, 2013; Aminu & Mahmood, 2016; Charles et al., 2012). The firm's productivity for a certain period of time can be measured by this process and accurate result of output combined with actual inputs determines the performance of a firm (Al-Dhaafri et al., 2016; Chen, Jaw & Wu, 2016; Shehu & Mahmood, 2014).

Hussain et al. (2015) asserted that SMEs performance can be measured by using different criteria or indicators such as financial and non-financial measures. Financially it can be measured by looking at return on investment, profitability, return on assets, market share and sales growth among others while non-financial will look at competitiveness, employee satisfaction, customer satisfaction, service quality and innovation among others. Furthermore, Al-Dhaafri et al. (2016), Minai and Lucky (2012) and Sorooshian et al. (2016) agree with the view that firm performance can be measured using two dimensions of financial and non-financial indicators.

The performance of SMEs can be measured using diverse economic and non-economic variables (Hussain et al., 2015). In the same vein, firm performance can be measured either on financial or non- financial variables or the combination of both (Hussain et al., 2015; Madhoushi, Sadati &Delavari, 2011). In a number of previous studies, performance of a firm was either measured using objective or subjective variables (Suliyanto, 2011; Tang & Tang, 2012) or both (Polat & Mutlu, 2012; Wiklund & Shepherd, 2005).

Moreover, studies on large firms in most cases apply quantitative measures of organizational performance. Conversely, most studies conducted amongst SMEs have opted for qualitative measures of firm performance. This is because it is easier to get information from the respondents (Wiklund & Shepherd, 2005). Subjective measures use individual's experience which leads to imprecision. Owing to the nature of SMEs in terms of record keeping, data accuracy and other related issues, subjective measures of performance will be considered (Franco-Santos et al., 2007). Hussain et al. (2015) argues that subjective measures include production costs, inventory level, delivery

speed, flexibility, productivity, capacity utilization, customer satisfaction, supplier satisfaction and employee satisfaction. While objective measures include market share, profitability, export, return on investments and return on assets.

Referring to Gorondutse et al. (2016), SMEs fiscal, operational and behavioural standards can be evaluated through its effectiveness. Fiscal evaluation may comprise profitability and growth, operational include resource acquaintance, production level, and employee's attitude, and behavioural effectiveness consist of adaptability, satisfaction and good interaction which can be used to assess performance.

The current study employed performance indexes espoused extensively in SMEs performance measurement which entail both objective and subjective variables. The items representing the SMEs performance (dependent variable) are: (a) Return On investment (ROI), (b) profit, (c) market share, (d) sales growth rate, (e) product/service cycle, (f) customer service level, (g) technology utilization, (h) resource utilization, (i) sales volume and (j) image and reputation. Performance is the way through which financial skills of the firm, such as the extent of profit, investment level with both growth in sales and profit, are recognized,

3.6 The Concepts of Entrepreneurship

Throughout the conjectural history of entrepreneurship, researchers from multi-disciplinary sections have grappled with a varied set of clarifications and definitions to conceptualise the idea of entrepreneurship (Urbano & Aparicio, 2015). This divulges the inconsistencies in the definition of entrepreneurship in the literature. For instance,

in the 20th century, several researchers have identified entrepreneurship with the functions of uncertainty and risk bearing (Adegbite et al., 2007)

Entrepreneurship as an area of study that deals with an enlarged range of theories and approaches, the area has been studied in many different ways with very diverse purposes. The field of entrepreneurship has been considered to be the target of the most diverse areas of study and is rapidly developing (Staniewski, Nowacki & Awruk, 2016). Researchers from all disciplines in social sciences are giving more contribution to this field of study (Ferreira, Azevedo, & Ortiz, 2011).

Hussain, Ismail and Shah (2015) defined entrepreneurship as an activity, based on the opportunity that creates value and is highly associated with risk and innovation. Similarly, Anyadike, Ikechukwu and Okechukwu (2012) defined entrepreneurship as a process through which individuals identify opportunities, allocate resources, and create values. This creation of value is often through the identification of unmet needs or through the opportunities for change.

Based on these arguments, entrepreneurship can be seen as much more than simply starting a business venture, it is a process that allow individuals to seek opportunities, be creative and innovative to enable them manage resources and create value. These individuals are the entrepreneurs who accept innovations with finance and business acumen in an effort to transform innovations into economic exchange. An entrepreneur see problems as an opportunity and take action to identify a solution to these problems.

3.7 The Role of Entrepreneurship in Nigeria

In spite of the socio-economic challenges confronting Nigeria, it has been advocated that the practice of entrepreneurship can play a significant and vital role in addressing some of these challenges, particularly the entrancing issue of mammoth unemployment experienced in the country (Ihua, Olabowale, Eloji, & Ajayi, 2010; Lucky & Olusegun, 2012; Udih, 2016), especially in the northeast region.

Over the last decade, the Global Entrepreneurship Monitor (GEM) has been the exponent of researches linking entrepreneurship and economic development, which is widely circulated through their annual GEM Executive Reports (Raudsaar, Paes, & Mets, 2015). There have been the vanguards of theoretical developments on the concepts of "Necessity" and "Opportunity" entrepreneurship (Shneor, Jenssen, & Vissak, 2016).

Robichaud, LeBrasseur and Nagarajan (2010) surprisingly revealed that the high levels of entrepreneurial activity in the less advanced countries were higher than those in the advanced nations. These results appeared contrary to the early predictions, which proposed that higher economic growth results from higher entrepreneurship rates (Simón-moya, Revuelto-taboada, & Ribeiro-soriano, 2016). To clarify this contradicting revelation, GEM propounds the "Necessity theory" which argued that businesses were established in emerging countries due to poverty, the need to survive, unemployment rate and lack of choice at work (Rosa, Kodithuwakku, & Balunywa, 2006).

The above explanation fortified the idea that the higher the poverty level in a country, the more the existence of entrepreneurial activities. On the other hand, in the case of the "opportunity theory" in the developed countries where higher rates of entrepreneurial activities are inspired by opportunities spotted in the market, and the ability to innovate a sharp growth in services (Shneor., 2016). Despite these lines of arguments on "necessity" and "opportunity", (Krauss, Frese, Friedrich, & Unger, 2000) suggest that there is some consensus amongst researchers in developing countries that the general entrepreneurial goals of independence, autonomy, opportunity and risk moderation remain the basic reasons for the establishment and growth of successful businesses.

Nigeria is a developing nation where business start-ups were not driven by necessity alone, but a blend of both "necessity" and "opportunity" (Edoho, 2015; Iliya, 1999). This is evident because there are people who engaged in businesses for the dire need to survive or due to job losses and retrenchment; there are also several others that were established as a result of potential opportunities identified in the market (Acs, Szerb, & Autio, 2015; Herrington, Kew, & Kew, 2010; Urbano & Aparicio, 2015). The telecommunication thrive experienced in Nigeria over the last decade is an evidence of the opportunity theory in the country.

Additionally, the introduction of a complementary policy can also open up opportunities and encourage individuals to participate in entrepreneurial activities (Egena et al., 2014; Olu, 2009). There have been several studies involving entrepreneurship with economic growth and others correlating the progress of

entrepreneurship development with the government support policies (Egena et al., 2014; Ihua et al., 2010; Udih, 2016).

Although literature suggests the existence of several perspectives to the discourse of entrepreneurship, such as the Austrian school of thoughts and Schumpeterian neo-classical; there is evidence that since after the Second World War, there has been more global economic focus on entrepreneurship, owing to the increase in the evolution of small businesses (Acs, 2006; Yusuf & Schindehutte, 2000).

3.8 Entrepreneurial Orientation

Entrepreneurial orientation (EO) refers to a strategic orientation of an organization, seizing specific entrepreneurial aspects of decision-making styles, methods, and practices (Lumpkin & Dess, 1996). As such, it reflects how a business operates rather than what it does. Miller (1983) reiterates that the features of an entrepreneurial firm "is the one that engages in product market innovation, undertakes somewhat risky ventures, and a pioneer in a ''proactive' 'innovations, always ahead of its competitors".

Lan and Wu (2010) connoted EO as the readiness to engross in a more innovative, risky as well as uncertain activities in the market place, accurately ascertain new opportunities before their opponents. Abdul Majid, Kamaludin, Saad and Aziz (2012) conceptualized EO as the organizational strategy making procedures and styles that engage in entrepreneurial activities. This comprises all actions taken by organizations to be more proactive, innovative as well as issues relating to risk taking.

Based on this, several researchers have agreed that EO is a mixture of the three dimensions of innovativeness, pro-activeness, and risk-taking (Alegre & Chiva, 2013; Argon-Sanchez & Sanchez-Marin, 2005; Chow, 2006; Covin & Wales, 2011; Kreiser & Davis, 2012). Thus, EO involves a willingness to innovate to rejuvenate market offerings, take risks to try out new and uncertain products, services, and markets, and be more proactive than competitors toward anticipated market signals and opportunities (Abdul Majid et al., 2012; Ibrahim & Mas'ud, 2016; Covin & Slevin, 1991; Covin & Slevin, 1990; Covin & Wales, 2012; Hartsfield et al., 2008; Kantur, 2016; Lan & Wu, 2010; Miller, 1983; Wiklund, 1999; Zahra & Covin, 1994).

Furthermore, EO is a significant contributor to SMEs performance (Swierczek & Ha, 2003). The concept of entrepreneurial orientation as stated earlier was developed by Miller (1983) as comprising three dimensions of innovativeness, pro-activeness and risk-taking which has the ability to create rapidly growing enterprises.

Equally important is the speed by which new businesses are created and sustained. It is this conception that (Lumpkin & Dess, 1996) develop into a larger construct through the inclusion of autonomy and competitive aggressiveness (Ibrahim & Mas'ud, 2016; Kantur, 2016). Firms need to be innovative in order to satisfy potential customer needs, engage in new exploration, support new ideas, experiment and stimulate creativity. These are efforts that may result in a new product development, hence promoting small business performance and sustainability. EO has been associated with positive effects related to performance (Chow, 2006; Coulthard, 2007; Jantunen, Puumalainen, Saarenketo, & Kylaheiko, 2005) or with negative relationships (Naldi, Nordqvist, Sjöberg, & Wiklund, 2007).

This study refers to EO as an effort by firms to seize business opportunities, which constitutes proactive behaviour, risk seeking ability and innovation driven. Understanding of the changing market trends and making effective responses not only to ensure firm's subsistence in the intense competitive business environment, but also results in an improved performance. EO identifies and exploits potential opportunities that satisfy customer needs, thus, is seen as an important factor that assures a long term competitive advantage and sustainability of the firm's resources and capabilities. Sustained capabilities are those that are not easily or quickly imitated by the competitors and must form the bases of company's strategy. These resources and capabilities are key for the achievement of competitive advantages and should be protected (Ferreira et al., 2011). Based on the aforementioned, it is imperative to replicate EO concepts as an internal resource of a firm in other to gain more insight on how its dimensions influence the survival, growth, performance and sustainability of SMEs in Nigeria.

3.8.1 Innovativeness

Innovativeness reflects a firm's ability to engage in the process of creating new ideas that can lead to new product development, opening new markets and technological processes (Aminu & Shariff, 2015; Rauch, Wiklund, Lumpkin, & Frese, 2009). Wijetunge and Pushpakumari (2014) defined innovativeness as generating, accepting and implementing new ideas, products, services and methods which is directly related to creativity. Chow (2006), Covin and Lumpkin (2011) believed that innovation is a crucial part of a strategy and that entrepreneurship cannot exist without innovation.

According to Cornelius, Landstrom and Persson (2006) and Al-Dhaafri et al. (2016) innovativeness is directly related to creativity. Creativity is the source of ideas that will

lead to innovation of products, services, markets, processes, and technologies. These are efforts that may result in a new product development (Li et al., 2006). Consequently, the impact of the organizational innovativeness on performance depends on the persuasion of the innovation's degree that has been achieved (Al-Dhaafri et al., 2016). Therefore, innovativeness is a firm's tendency to engage in and support new ideas, novelty, experimentation and a creative process that can lead to new product development (Fairoz et al., 2010; Swierczek & Ha, 2003; Wijetunge & Pushpakumari, 2014). Ofem (2014) maintained that innovativeness is the process of generating, accepting and implementing new ideas, new product, new services and new method that are directly related to creativity.

3.8.2 Risk-Taking

Risk-taking is a quality that is often used to describe entrepreneurship. It refers to the degree at which decision makers are willing to make risky resource commitments or incur heavy debt that has a reasonable chance of costly failure (Fairoz et al., 2010; Swierczek & Ha, 2003; Wijetunge & Pushpakumari, 2014).

Risk-taking is a firm's willingness to explore business opportunities under uncertainties even when their results are unclear. Risk-taking ventures are always identified as audacious and aggressive in pursuing opportunities, such as incurring huge debt or making large resource commitments to obtain high return by taking advantage of opportunities provided by the environment (Lumpkin & Dess, 1996; Ofem, 2014). Campos and Valenzuela (2013) submitted that firms' managers must explore attractive business opportunities with clear proposals that can promise more returns under uncertainty.

Additionally, risk taking behaviour involves investing a substantial proportion of resources to a project disposed to failure. The emphasis is basically on calculated risk instead of extreme and uncontrolled risk (Al-Dhaafri et al., 2016; Kreiser et al., 2013), but the worth of the risk taking measurement is that it positions the firm towards the absorption of uncertainty as opposed to overstrain fear.

3.8.3 Pro-Activeness

Pro-activeness can be described as taking initiative by anticipating and pursuing new opportunities related to future demand and by participating in emerging markets (Lumpkin & Dess, 2001a). In being proactive, businesses can demonstrate a strong responsiveness and be aware of market signals (Al-Dhaafri et al., 2016; Lyon, Lumpkin, & Dess, 2000). The proactive firms are always seeking for new opportunities, forward-looking and acting ahead of competitors in anticipating and predicting future customers' demand (Fairoz et al., 2010; Swierczek & Ha, 2003). According to Rauch et al. (2009) proactiveness is an opportunity-seeking, forward-looking perspective characterised by the introduction of new products ahead of competitors and acting in anticipation of future demand.

Therefore, proactiveness can be described as processes that are aimed at seeking new opportunities which directly or indirectly relate to the present line of operations, introduction of new products and brands ahead of competitors and tactically eradicating operations which are in maturity or declining stages of the life cycle (Al-Dhaafri et al., 2016; Campos & Valenzuela, 2013; Wijetunge & Pushpakumari, 2014).

3.8.4 Competitive Aggressiveness

Competitive aggressiveness is the tendency of a firms' propensity to directly and passionately challenge its competitors to gain entry or improve market position (Lumpkin & Dess, 1996). It is a way of outperforming competitors in the market. This action may be based on the product innovation and market development (Callaghan & Venter, 2011; Lyon, Lumpkin, & Dess, 2000a).

To outwit their industry contenders, companies can demonstrate reactive or responsive actions. Reactive is a direct response to competitor's stroke while responsiveness is in form of head-to-head competition or direct spasm on competitors (Campos & Valenzuela, 2013; Ofem, 2014). Ogunsiji and Ladanu (2010) in their work identified competitive aggressiveness as the firm's ability to surpass and be ahead of their competitors at grasping every opportunity. According to Dess, Lumpkin, and Covin (1997), this is considered as "a firm's strong offensive posture." In an econometric research, Geroski (1994) concluded that "competition plays an important role in stimulating effectiveness.

3.8.5 Autonomy

The word autonomy refers to the ability of an individual to make decision and take action independently, without any restrictions from the organization (Al-Dhaafri et al., 2016; Fairoz et al., 2010; Ofem, 2014). Autonomy is described as a reflection of a strong desire by a person to have freedom in developing an idea and its implementation (Lumpkin, Cogliser, & Schneider, 2009). Autonomy is a freedom to articulate and work on one's initiative or convictions (Ogunsiji & Ladanu, 2010). Lumpkin and Dess

(1996) consider autonomy as the freedom to exercise creativity as individuals or teams, take action independently and to deliver their vision and idea through to completion.

According to Kusumawardhani et al. (2009) autonomy offered by firms would motivate employees to work in a positive manner that could lead to higher performance. This will inspire workers to put in their best as they feel a sense of belonging. Gurbuz and Aykol (2009) have found autonomy to be an independent action taken by an individual or team aimed at bringing forth a business concept or vision and carrying it through completion.

3.9 Exploring Entrepreneurial Orientation in SMEs

The concept of a firm acting entrepreneurially is linked to the great economist, Joseph Schumpeter 1934, who proposed that superior returns on investment are often acquired through the process of "creative destruction", whereby conventional ways of doings things are challenged or substituted by a better practises or technologies. He opined that economic change and growth usually require hoary economic orders and procedures to be disrupted or replaced by modern and more widely accepted approaches.

With respect to organizations, for a company to really gain a competitive advantage, it must disrupt the traditional methods of production and create a completely new market that destroys the old one. It must create something different and valuable that consumer's demand more than the earlier products. Or, it must conduct its operations in new ways that prove to be more valuable than the previous one in an entrepreneurial way. Therefore, EO dimensions has mostly pursued to capture and measure the extent

to which an organization unswervingly acts entrepreneurially rather than conservatively (Covin & Wales, 2012).

In management research, the definitions of EO have advanced over time, though perhaps with different labels for the same basic concept. For instance, as cited by Gurbuz and Aykol (2009), Mintzberg 1973 claimed that organizations with entrepreneurial inclinations have a strategy-making process that is "subject to the active search for new opportunities" and also advancing in the face of uncertainty". (Mintzberg & Waters, 1982) labelled this proclivity as "entrepreneurial model". They asserted that entrepreneurially-oriented firms could be extricate by a decision-making style that is audacious, uncertain, and aggressive. The authors labelled this concept as "entrepreneurial style". While Mintzberg and Waters (1982) paid attention to top executives' decision making, Miller (1983) amplified the conceptualization of such an orientation to the whole organization. He introduced a school of thought that conceptualized EO as a collective of organizational behaviours (Covin & Wales, 2012). Miller (1983) projected that those behaviours are the simultaneous expression of the three entrepreneurial dimensions of innovativeness, risk-taking, and pro-activeness.

These notions brought about what is known as the Miller/Covin and Slevin Scale (Brown, Davidsson, & Wiklund, 2001; Covin & Lumpkin, 2011). Covin and Slevin recognised the famous Miles and Snow typology in the explanation of the EO concept, claiming that EO was slightly similar to the behavioural proclivities of the prospector type (Aragon-Sanchez & Sanchez-Marin, 2005; Gurbuz & Aykol, 2009). Conversely, this new conceptualization provided an essentially diverse way to perceive and measure the propensity of organizations to engage in entrepreneurial behaviours.

3.10 Technology Orientation

Technology orientation (TO) is one of the most important strategic orientations used by firms to achieve a long-term business success (Gatington & Xuereb, 1997; Hult & Hurley, 1998; Noble, Sinha, & Kumar, 2002; Zhou, Yim, & Tse, 2005). TO predominantly focus on technology by pursuing state-of-the art technologies to improve and develop new products, openness to new ideas and prefer such ideas that employ the most advance technologies (Zhou & Li, 2010). In their studies, Li and Zhou (2005) defined TO as organizations' openness to new ideas and propensity to adopt new technologies during product development.

There is an incipient acknowledgment in the strategy field that transformations in organization forms represent firms' ability to gain benefit from investing in technology (Kapoor & Lee, 2010). SMEs may expect greater performance if their resource allocation is more ambitiously technological and innovative driven (Pratono, 2016a, 2016b). Ruiz-ortega, Parra-Requena, Rodrigo-Alarcon and Garcia-Villaverde (2013) identified technological capability as increasing firms' expectation to achieve greater performance. Furthermore, TO is the firm's ability and willingness to obtain and develop higher technological superiority and to inculcate technological mind-set in the area of innovation and applying it to improve existing product and encourage new product development (Aminu & Sheriff., 2015; Li & Zhou, 2005). The authors maintained that firms must have a solid technological positioning so as to perform better than their competitors in the global market.

Similarly, firms that are committed to research and development, and employ new technologies will undoubtedly achieve competitive advantage (Voss & Voss, 2000). Technology oriented firms believe that consumers have preference for products and services that offer technological superiority and therefore encourage for heavy commitment in research and development, acquisition of new technology and the application of the up-to-date technologies (Ahuja, 2000; Aminu & Shariff, 2015; Li & Zhou, 2005; Zhou & Li, 2010).

SMEs should make considerable investment in R&D through utilising radical technological enhancement and pursue standardised technology to leverage their assets (Herath & Mahmood, 2013b; Pratono, 2016b; Wu, Wan, & Levinthal, 2011). Technology allow SMEs to develop their capability in various field such as innovation and product development, marketing and research and development. In other word, TO is seen as one aspect where firms have a research and development focus and emphasize acquiring and incorporating new technologies in product development to enjoy competitive advantage over their rivals in a dynamic market place (Deshpande et al., 2013; Halaka & Kohtamaki, 2011; Rusetski, 2011; Spanjol, Qualls, & Rosa, 2011).

TO is often linked to entrepreneurial firm performance as it encourages risk taking behaviour, openness to new ideas and creative and innovative thinking and proactive in initiating appropriate actions which are prominent among entrepreneurial firms (Deshpande et al., 2013; Halaka & Kohtamaki, 2011; Steensma, Marino, Weaver, & Dickson, 2000). TO behaviour has the potential to create new market and shape customer behaviour and is often used by proactive entrepreneurial firms that wish to

leverage on new or emerging technologies (Madhoushi et al., 2011; Zhou & Li, 2010; Zhou et al., 2005).

In essence, TO can be instrumental to the survival of many entrepreneurial firms as they are often precluded from gaining economies of scale. They can achieve competitive advantage through the development of innovative products that embody novel technologies (Aminu & Sheriff, 2014; Deshpande et al., 2013; Halaka & Kohtamaki, 2011; Voss & Voss, 2000). This in turn, contributes significantly to firm performance and profitability (Steensma et al., 2000). Zhou and Li (2010) affirmed that businesses can improve on their performance through adaptive capabilities, hence, firms need to expand their TO so as to increase their capabilities on adaptability.

Zhou et al. (2005) declared that TO can lead to incremental or breakthrough innovation. Precisely, in their opinion, companies that embrace small and simple changes in TO leads to minor changes in their products or services and are regarded as incremental innovators. Consequently, existing performance will be improved and customers will take advantage from the improved products. Distinctively, breakthrough innovators used entirely new and unique technologies in their product improvement or development that can easily affect the market.

Furthermore, in their separate studies, Halaka and Kohtamaki (2011) and Garcia-Villaverde, Ruiz-ortega and Canales (2013) advocated that entrepreneurial innovativeness is not a synonym of TO. They claimed that entrepreneurial innovativeness has to do with firms' ability to recognise and explore potential opportunities. Conversely, TO has to do with firm's technological capability to adopt

new technology as a source of either product improvement or development of new products and services. In other words, TO can be termed as innovative capability of a firm in terms of products and service modification and acceptability which increases firm expectation to achieve greater performance.

Based on the above arguments, this study defines TO as firms' technological ability and willingness to adopt and develop new technology in the areas of innovation and creativity as a source of new product development or improving existing product to enable firms gain superior performance.

3.11 The Concept of Contemporary Marketing

Contemporary marketing theory is "a recent strong conceptualisation of marketing that replicates and classifies existing and emergent 'best practice' in the marketplace" O'Driscoll (2006). The academic-practitioners arguments are "hoary, repetitive and infinite" (Levy, 2002), modern practitioners concerned more with making the accurate decisions at a particular point in time than the managerial implications of scientifically derived and manipulated research (Coviello & Joseph, 2012; Jayachandran, Sharma, Kaufman, & Raman, 2004).

Marketing scholars and experts usually stress consumer satisfaction, universal application and the exchange processes in their definitions of the concept. However, they use various terms to express themselves. This paradigm is generally referred to as customer relationship marketing, and one commonly used definition is;

> *"Marketing is the process of identifying, establishing, maintaining, and enhancing (and when necessary, also terminating) relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met. This is done by a mutual exchange and fulfilment of promises" (Gronroos, 1991, p,8)*

Relationship marketing studies continued to raise a broad range of concepts and theories in a number of business segments and industries. Concepts such as retention, loyalty, consistency, commitment, trust, empathy, mutuality and attraction were the core elements in understanding relationships (Boone, Kurtz, Mackenzie, & Snow, 2010; Brady, Fellenz, & Brookes, 2008; Coviello & Brodie, 2001).

In the early 21st century, other concepts interrelated to relationship marketing begun to appear in scholarly works. These include customer relationship management, data-driven marketing, micromarketing, one-to-one marketing, business to business marketing and loyalty-based marketing. Utmost among them was the rise of customer relationship management (CRM) as a diverse concept. Although CRM was alleged to have a seemingly theoretical connection with relationship marketing (RM), the term emerged from the Information Technology (IT) vendor community in the mid-1990s (Brady et al., 2008; Coviello & Brodie, 2001; Payne & Frow, 2013).

Contemporary marketing (CM), the assessment of "a multi-paradigm philosophy and a multi-procedure approach" (Brodie et al., 2008), has marked a step forward in the research of marketing standards, often stalled by the growth of transactional versus relational marketing debates. CM covers both Business to Business (B2B) and Business

to Customer (B2C) domains and is descriptive of the marketing conduct of every business, independent of its nature, scope, lifespan stage or core business (Brodie, Coviello, Brookes & Little, 2010; Coviello & Brodie, 2001; Coviello, Brodie, & Munro, 2000; Coviello et al., 2001; Trainor, Rapp, Beitelspacher, & Schillewaert, 2011).

3.12 Contemporary Marketing Practice

Contemporary marketing context comprises five categories as advanced by Coviello et al. (2001) and further conceptualised by Brodie et al. (2008). These include Transaction Marketing, Database Marketing, e-Marketing, Interaction Marketing and Network Marketing. The concepts are considered to be complimentary marketing practices and in-built dimensions of an integrative model (Boone et al., 2010; Brady, Saren, & Tzokas, 2002).

3.12.1 Transaction Marketing

Transaction marketing can be termed as having an economic transaction focus (Brady et al., 2008; Valos, Habibi, Casidy, Driesener, & Maplestone, 2016). It is classified as a transactional exchange which involves the company and the customers in the general market. The process of communication is firm "to" market and the relationship is distinct in terms of length and formal, in which an active seller and submissive consumers described the balance of power (Brady et al., 2002; Coviello & Brodie, 2001).

Brady et al. (2002) and Brodie et al. (2008) classified transaction marketing as a process of enticing and satisfying potential customers by accurately managing the marketing

mix elements (4Ps) of product, price, promotion, and place and by vigorously communicating to customers in the mass market, the purpose is to create distinct transactions on a mutual basis (Boone et al., 2010; Brady et al., 2008). At the managerial level, managers concentrate on marketing a product or brand to a segment of customers and focus much on developing the internal competencies related to the marketing mix. Networking with other functions in the organization is restricted and the planning horizon for this kind of marketing is usually short (Brady et al., 2008; Coviello & Brodie, 2001).

3.12.2 Database Marketing

Database marketing refers to the significance of using database technology with a view to shape and maintain relationships (Boone et al., 2010; Brady et al., 2008). This effort facilitates a more effective and efficient competing strategy as it is focused on holding and retaining loyal customers, however the newly formed clients are still impersonal and greatly reliant on the usage of database technology (Boone et al., 2010; Brady et al., 2008; Coviello & Brodie, 2001; Khan, Kamal, Raza, & Ahmad, 2011). The attention of the company is on information and economic transaction. The company and the customers in a specific market segment are the parties involved (Boone et al., 2010; Brady et al., 2008; Brady et al., 2002). The communication process is firm "to" individual where contact is personalised yet detached and duration is discrete and over time. Though the relationship is formal, it is personalised through the use of technology (Coviello & Brodie, 2001; Hapenciuc et al., 2015).

Database marketing involves businesses using a variety of information management tools or techniques to develop and manage longer-term exchanges between the company and its market target (Coviello & Brodie, 2001; Coviello, Brodie, & Munro, 1997). It is described as the usage of the internet and other interactive technologies to purposely "generate and facilitate discourse between the market and recognized customers" (Brady & Fellenz, 1998; Coviello & Brodie, 2001; Coviello et al., 2001). This involves one-to-one marketing and provides an appropriate way for mass customization. The attention is still on the market transaction but involves both economic and informational exchange (Aravindakshan, Rust, Lemon, & Zeithaml, 2004; Brady et al., 2002).

The competitive advantage of database marketing is its ability to segment customers into homogenous groups (Bush, Underwood, & Sherrell, 2007; Levy, 2002; Sherrell & Bejou, 2007). Similarly, in a mature market, industries assess their marketing database to regulate trade-offs between price and service, this process analyse product pricing in relation to customer servicing expenses with the objective of identifying profitable market segments (Valos et al., 2016). A marketing database designed for a specific segment may project an image of personal services. Personalised services are a fundamental part of customer relationship building process (Yu, Ramanathan, & Nath, 2014).

Companies use segmentation and personalised communications to build brand image, loyalty, and awareness. For instance, Huggies, a disposable baby nappy company designed a database system which collected data about expectant mothers is aimed at retaining loyal customers (Hapenciuc et al., 2015). Another method of attaining

competitive advantage is the creation of customer database for market research and experimentation (Brodie et al., 2010; Coviello et al., 2006). Test marketing can be used to gather reliable customer preference and response to alternative marketing mix elements, this kind of responses may yield more reliable insight into consumer behaviour.

3.12.3 E-marketing

The term e-marketing or electronic marketing is defined as the application of marketing practices, procedures and techniques through the use of electronic media, and more specifically the internet (Brady et al., 2008, 2002). E-marketing, online marketing or internet marketing, are repeatedly interchanged, and can often be considered identical (Brodie, Winklhofer, Coviello, & Johnston, 2007; Sultan & Rohm, 2004; Trainor et al., 2011). It is the process of presenting a brand/product to potential customers through the internet. It involves direct reaction marketing and indirect marketing elements and uses a range of technologies to help connect businesses to their customers (Brodie et al., 2007; Hapenciuc et al., 2015; Trainor et al., 2011).

As such, e-marketing comprises all the activities that a business carry out through the use of worldwide web with the intention of attracting prospective customers, retaining current ones and developing its brand identity (Brady et al., 2008; Brodie et al., 2007; Trainor, Andzulis, Rapp, & Agnihotri, 2013). This is accomplished through the usage of the internet and other additional interactive technologies with a purpose to "create and mediate the exchange of ideas between the business and identified customers" (Coviello & Brodie, 2001).

Trainor et al. (2011) affirmed that e-marketing has the potential to create value in two ways. First, by providing a close linkage to a firm's business practises, here e-marketing provides clients with unrestricted access to firm resources. For example, e-marketing connects customers to a firm's business process and provides customized support extranets for its customers (Brady et al., 2008). Typically, these extranets give customers access to relevant support knowledge bases, product documentation, and electronic communications.

In this regard, customers will become firmly incorporated with the company's product development lifecycle that leads to much greater customer–firm information sharing and interaction (Brady et al., 2002; Trainor et al., 2013). Furthermore, this extranet technology provide firms with a rich set of information regarding customer demands and product usage which in turn improve product development (Brady et al., 2008; Brady & Fellenz, 1998; Brodie et al., 2007). This form of information sharing plays a critical role in developing and maintaining strong customer relationships and encourage one-to-one marketing hence, provides suitable ways for mass customization (Jayachandran et al., 2004).

3.12.4 Interaction Marketing

Interaction marketing is a collaborative relationship between buyers and sellers who form a direct affiliation (Berthon, Mac Hulbert, & Pitt, 2004; Boone et al., 2010; Brady et al., 2002; Coviello & Brodie, 2001; Sultan & Rohm, 2004). It embroils a more relational approach, relying principally on face-to-face contacts between prospective customers and the market. The duration of the relationship is on a continuous basis and mutually adaptive and could be a short or long run (Grönroos, 2016).

Transactions take place at the individual level and built on social processes and personal interactions. Contacts are established amongst the parties and can occur in both formal and informal manner, where both parties being equally active and adaptive (Grönroos, 2004; Khan et al., 2011). Interaction marketing is actually "with" the customer as both parties devote resources to advance a mutually beneficial and interpersonal relationship. This approach can comprise a number of persons across the functional and managerial levels in the organization and may comprise both buying and selling activities (Berthon et al., 2004; Brodie et al., 2008).

3.12.5 Network Marketing

Network marketing is termed as a linked relationship between companies (Boone et al., 2010; Brady et al., 2008; Coviello & Brodie, 2001; Rocks & Gilmore, 2005) which involves multiple parties that include the buyers, sellers and other stakeholders that have an impact directly or indirectly on the relationship. It is a continuous relationship and can be described as stable but yet dynamic (Brady et al., 2002).

Network marketing is also customer relationship-oriented, but its attention moves on an inter and trans-business perspective. Symptomatic of this exercise is placing importance on the venture's position in a network of several business-level relationships (Brodie et al., 2008; Coviello & Brodie, 2001). The relationship is constant and can be classified as steady and dynamic, it can also be the short or long term. Network marketing can be formal or informal at business and social levels and all parties are active and adaptive in terms of the balance of power (Coviello, Brodie, Brookes, & Palma, 2003; Palmer & Koenig-Lewis, 2009).

Network marketing is developed to coordinate the activities of inter-organizational relationships for mutual benefit and resource and idea sharing and is more than a series of supplier and customer relationship (Auruškevičienė, Kuvykaitė, & Škudienė, 2007; Brady et al., 2008; Brodie et al., 2007; Coviello & Brodie, 2001). Furthermore, network marketing is described as occurring across organizations, where businesses pledge substantial capital to develop a position in a network of relationship. This is usually accomplished through business and social transactions strenuously resulting from improvement and preservation of individual and transaction base relationship (Brady et al., 2008; Coviello & Brodie, 2001; Zacca, Dayan, & Ahrens, 2015).

Network marketing includes relationship at both the separate and structural levels, this can range from interactive to neutral; having varying levels of power and responsibilities as well as the degree of information flow (George, Wood jr, & Khan, 2001; Ibojo & Dunmade, 2016; Khan et al., 2011). This approach can be executed by personnel of marketing department at the management level, or from outside the organization and the relationship may be between suppliers, distributors, customers, competitors, regulators and other stakeholders.

In relation to the previous reflexions, the submission of the CM mechanism in the analysis of entrepreneurial venture, in general, and SMEs, in particular, appears to be an appropriate initiative owing to its elaborate and holistic latitude. Additionally, being exposed to the capitalization of various and adjective marketing practices in order to guarantee business stability and performance requires a more fertile perspective on the diversity of market prospects and entrepreneurs' adaptive behaviours.

3.13 Exploring Contemporary Marketing in SMEs

In this modern age, the overbearing springs of evolving competitive advantage has unswervingly plagued the way SMEs are managed (Bush et al., 2007; Coviello et al., 2006; Hapenciuc et al., 2015). The market and environment transformations, the growth of competition and ambiguity in all business practises, the gravity to integrate new technologies into day-to-day business operations, the internationalization and interconnectivity of markets have all contributed significantly to a landscape modification of large, medium and small businesses (Dahlander & Magnusson, 2008; Ionita, 2012).

In the last three decades, scholars have advanced and established new structures of exploration responsible to incorporate entrepreneurship and marketing into an organic, and unitary theory which is known as entrepreneurial marketing (Ionita, 2012; Morris, Schindehutte, & LaForge, 2002; Morrish, Miles, & Deacon, 2010). Entrepreneurial marketing was born as a bridge that could fill the gap between entrepreneurship and marketing techniques (Hapenciuc et al., 2015). Morris et al. (2002) found entrepreneurial marketing as "unplanned, non-linear, and the visionary marketing actions of an entrepreneur".

Ionita (2012) viewed entrepreneurial marketing, as "two key concepts with unconcealed practical values; marketing network and entrepreneurial marketing competencies". The former describes the crucial role played by the structural and interactional dimensions where entrepreneurs' increasingly developing personal links and acquaintances as a market oriented practice. While the latter emphasis on the individual's functional, societal and broad proficiencies which indicates that an effective entrepreneur covers

them all, being constantly involved in learning and correction practice conforming to the speedy pace of SME transformations (Jonita, 2012).

Modern entrepreneurial marketing as advocated and practised today is much wider and more realistic (Hoskisson, Wright, Filatotchev, & Peng, 2012). Exploiting marketing as a predominant practice and influencing entrepreneurial skills and capabilities to such a magnitude that they would completely guarantee the accomplishment and stability of the firms' competitive advantage which seems to be unlikely and rather idealistic nowadays (Coviello & Brodie, 2001; Hapenciuc et al., 2015).

The challenges encountered by entrepreneurs in a dynamic global market call for a more integrative context on the array of marketing practices and necessitates the disabling of one-sided and high-end perceptions (Sheth, Parvatiyar, & Sinha, 2015). Boone et al. (2010) also accentuated that, depending largely on the entrepreneur's personal traits and values, entrepreneurial marketing often flops in accounting for business performance and viability.

As a consequence, the improvement of a more eloquent and multi-faceted approach on the entrepreneurs' marketing practices is of the essence (Brady et al., 2008, 2002; Coviello, Brodie, Danaher, & Johnston, 2002; Sheth et al., 2015). There are four separate traits that are associated with entrepreneurial profile: innovation, risk-propensity, internal locus of control, and energy level (Merrilees, Rundle-Thiele, & Lye, 2011; Sin et al., 2002).

Therefore, exceeding the primacy of one practice or perspective, the CM practice framework - conceived by Brodie and Coviello in 1997 and further advanced by other writers all through the years – supports the idea of "understanding how businesses relate to their markets in a way that assimilates both the traditional and contemporary views of marketing" (Berthon et al., 2004; Boone et al., 2010; Palmer & Koenig-Lewis, 2009). Its multivalent and multi-theoretical viewpoint provokes a varied range of marketing practices inclined to co-exist within entrepreneurial ventures due to diverse environmental opportunities. Brodie et al. (2008) and Pels, Moller, and Saren (2009) asserted that, attaining business stability and performance relies to a great extent on business flexibility and on entrepreneurial adaptive behaviours towards market openings.

3.14 Government Support Policies to SMEs

A number of researchers have stressed the significance of creating conducive environment and enabling policy initiatives to support SMEs development in Nigeria (Aminu, 2015; Egena et al., 2014; Eniola & Entebang, 2015; Eze et al., 2016). Statistics show that three out of every five SMEs die before their 5th anniversary and eight out of ten potential entrepreneurs are discouraged from establishing their dream venture every year in Nigeria (Aminu & Shariff, 2015; Eneh, 2010). This insubstantiality of SMEs, essentially at start-up, explains why they require support.

Furthermore, the small size of SMEs creates cost disadvantage when compared to larger corporations. SMEs do not have the same ability to stimulate the environment in their favour as larger corporation (Oboreh et al., 2013; Ogechukwu, 2011). Likewise, they cannot afford costly support services such as financial, legal, human resources and

training (Adeleke, 2012; Egena et al., 2014; Quy, 2016). Therefore, SMEs require support because they are limited in skills and capacity development.

Similarly, the vital role played by SMEs in the economic development of Vietnam has impelled the government to develop a supportive model that encourage operators in the sector. The growth of SMEs largely relies on the government developmental strategies, the government support policies not only create potentiality for SMEs to grow but also act as a support to overcome crises (Quy, 2016).

The GSPs for SMEs vary from country to country and from advanced countries to developing countries due mainly to the level of industrialization, cultural differences and business context (Aminu, 2015; Eniola & Entebang, 2015; Nguyen et al., 2009; Quy, 2016). The governments of most countries, especially the developing nations have invested so many effort and resources in establishing policies geared toward improving entrepreneurship and SMEs (Oni & Daniya, 2012; Quy, 2016; Shariff et al., 2010). Cases in point are Brazil, China, Malaysia, Nigeria, and Saudi Arabia (World Bank, 2014). However, previous studies indicated that the overall GSPs for SMEs are not impressive in Sub-Saharan Africa (Nigeria inclusive), in cases where such programmes exist, they are under-utilised (Fatoki, 2012; Fatoki, 2011; Kasseeah & Thoplan, 2012; Olawale & Garwe, 2010).

In Nigeria, the government over the years demonstrated its commitment to support the development of SMEs through various initiatives including monetary, fiscal and industrial measures (Egena et al., 2014; Eze et al., 2016; Sanusi, 2003). However, such government incentive initiatives were not yielding the desired result due to overbearing

bureaucratic procedures, corruption, insufficient and ineffectual infrastructural amenities and inconsistent government policies as some of the challenges faced by SMEs in Nigeria (Aminu, 2015; Bangudu, 2013; Mambula, 2002; NBS & SMEDAN, 2013).

Nwannekanma (2009) argued that even though Nigerians are described as more business-oriented people in the world, the government is not doing enough to encourage them through incentives and support policies. The government should endeavour to provide enabling environment for private sector-led entrepreneurship through the delivery of suitable and functional infrastructural amenities (Aminu & Sheriff, 2014; Egena et al., 2014; Eniola & Entebang, 2015; Eze et al., 2016; Tende, 2014).

Table 3.3

Development trend of SMEs Support Policies and Initiatives in Nigeria (1986-2016)

Date	Government Support Initiatives	Objective
1986	Structural Adjustment Programme (SAP)	The programme represented a fundamental shift in the basic philosophy of economic management at the national level. A set of measures intended to achieve recovery and growth. The SAP was continued in a 3-year Economic Consolidation Expansion Programme (ECEP).
1986	National Directorate of Employment (NDE)	To design and implement programmes to combat mass unemployment and develop work programmes to reduce poverty and attitudinal change to enable Nigerian Youths to accept skills acquisition
1989	National Economic Reconstruction Fund (NERFUND)	To stimulate the rapid rise of real production enterprises in Nigeria

Table 3.3 (Continued)

Date	Government Support Initiatives	Objective
1999	Privatization and commercialization	The Public Enterprises (Privatization and the Commercialization) Act in 1999 empowered the BPE to change emphases from commercialization to encouraging core investors, and promoting foreign investment in the privatization programme.
1999	Small and Medium Enterprises Equity Investment Scheme (SMEEIS)	The Scheme requires all banks in Nigeria to set aside ten (10) percent of their Profit After Tax (PAT) for equity investment and promotion of small and medium enterprises to stimulate growth and generate employment.
2001	Bank of Industry (BOI)	It was reconstructed in 2001 out of the Nigerian Industrial Development Bank (NIDB) Limited to provide financial and business support services for SMEs
2003	Small and Medium Enterprise Development Association of Nigeria (SMEDAN)	To facilitate the access of micro, small and medium entrepreneurs and investors to all resources required for their development

Table 3.3 (Continued)

Date	Government Support Initiatives	Objective
2004	National Economic Empowerment Strategy (NEEDS)	A programme aimed at laying a solid foundation for sustainable poverty reduction, employment generation, wealth creation, and value reorientation.
2008	Entrepreneurship Development Centre (EDC)	The objective of EDC is to create a new breed of young entrepreneurs that will become net-contributors to the national economy. The project is designed to provide training, strategies and certification programmes that will assist young Nigerians to embrace micro, small, and medium scale enterprises as an alternative employment option.
2010	Intervention Fund (IF)	The objective of this scheme is to improve access to credit for SMEs. Refinance and restructure the outstanding credit portfolio of Manufacturing SMEs in the country. The government injected about N500 Billion to be benefited by 539 SMEs.
2011	Industrial Development Centres (IDCs)	Provision of extension services to SMEs in project appraisal and Training

Table 3.3 (Continued)

Date	Government Support Initiatives	Objective
2012	Subsidy Reinvestment and Empowerment Programme (SURE-P)	Aimed at reinvesting the Federal Government's share of the savings arising from the reduction of subsidies on petroleum products into programmes and initiatives that would go a long way to ease the pain of subsidy removal and create a better life for Nigerians.
2013	MSME Development Funds	The broad objective of the scheme was to channel low interest funds to MSME sub-sector by providing facilities to qualify and eligible participating financial institutions for lending to SMEs.
2014	Micro, Small and Medium Enterprises Development Fund (MSMEDF)	The broad objective of the Fund is to channel low interest funds to the MSME sub-sector of the Nigerian economy through PFIs to: (a) Enhance access by MSMEs to financial services. (b) Increase productivity and output of microenterprises. (c) Increase employment and create wealth and (d) Engender inclusive growth.
2016	Anchor Borrowers' Programme	The broad objective of the ABP is to create economic linkage between smallholder farmers and reputable large-scale processors with a view to increasing agricultural output and significantly improving capacity utilization of processors.

Source: Agusto & Co. (2015); SMEDAN, (2016).

Despite the fact that entrepreneurship can take place in huge investments, the SMEs segment is affirmed to be an exclusive avenue for entrepreneurial activity in any country (Egena et al., 2014). The SMEs sector does not only boosts the entrepreneurial activity, but also generates a huge portion of a nation's employment, create income, reduce poverty level, source of innovation and hence new products and service development (Aminu, 2015; Eniola & Entebang, 2015; NBS & SMEDAN, 2013; Oboreh et al., 2013).

Furthermore, the SME sector is a crucial element for societal cohesion and regional development. This explains why government and various international institutions focus on small firms and entrepreneurship as indispensable elements in any policy or plan to economic growth and development (Quy, 2016; World Bank, 2013).

In order to reduce the financial burden of the SMEs through the use of fiscal policy measures, the Nigerian government has also provided incentives that would stimulate the general development of SMEs in the system (Adewale, Adesola, & Oyewale, 2013). Some of the fiscal measures ranges from pioneer income tax relief to export promotion incentive and foreign exchange facilities among others.

In addition to these, GSPs should include supports in providing information for SMEs about trademarks, and strengthen the linking network between SMEs and R&D centres (Quy, 2016). Also, SMEs needs support from the government in the areas of trade promotion, marketing research expansion, and financial policies. Furthermore, institutional support for SMEs should include the five key areas such as finance, legal

corridors, investment and development in technology, information and consultation and market promotional expansion (Quy, 2016; Shariff et al., 2010).

3.15 Relationship between Variables

The following are literature reviewed for direct and indirect relationships for entrepreneurial orientation, technology orientation, contemporary marketing and small and medium enterprises performance with interacting relationship of government support policies.

3.15.1 Entrepreneurial Orientation and Performance

Scholarly research in EO initiated significantly in the early 1980s, and studies continually found its momentous effect on organizations performance (see Covin & Slevin, 1991; Dess et al., 1997; Lumpkin & Dess, 1996; Zahra & Covin, 1995). Additionally, disparity in EO dimensions postured a kind of discussion among prominent researchers in the field of management. Some scholars treated EO dimensions as one-dimensional, others proposed each as multidimensional (see Kreiser, Marino, & Weaver, 2002; Lumpkin & Dess, 2001a, 1996; Lyon et al., 2000a). The three original dimensions conceptualized by Miller (1983) were measured on the level of innovativeness, pro-activeness and risk-taking together with the autonomy and competitive aggressiveness which was proposed by Lumpkin and Dess (1996). Each of the EO dimension affects business performance in a different way.

There are many scholars who carried out a study on the link between entrepreneurial orientation and SMEs performance as shown in Table 3.4. Take for instance, Lumpkin and Dess (1996), the authors conducted a study on clarifying the entrepreneurial

orientation construct and linking it to performance. The outcome of the study stated that EO may be more strongly related with performance if matched with appropriate plan and favorable environmental conditions, this study pave way for the emergence of more empirical studies on EO-performance relationship. Another earliest study on this area was Wiklund and Shepherd (2003), the findings of their study supported the previous literature that established a significant relationship between EO and firm performance.

Shan, Song and Ju (2015) study one hundred and fifty-three (153) new ventures in china to empirically investigate the relationship between EO and performance. They found that faster innovation speed leads to superior performance. Additionally, the study found autonomy, innovativeness and competitive aggressiveness as increasing innovation speed whereas risk-taking reduces innovation speed and proactiveness was found as having an inverted U-shaped effect on innovation speed. Song and Jing (2017) also supported the relationship between EO and performance when they evaluated one hundred and nineteen (199) new ventures in Beijing, China, to find the relationship between EO, MO, TO and new venture performance. The outcome of the study reveals that EO and TO have positive impacts on performance, while MO does not have a direct impact on the performance of new ventures. Their study also confirmed that new ventures appeal to ambidexterity organization theory and the ambidexterity of new ventures is mainly embodied in the aspects of entrepreneurial orientation and technological orientation.

Al-Dhaafri et al. (2016) conducted a study on TQM as a mediator between EO and organizational performance in the UAE using public sector service. A sample of one hundred and eleven (111) sample was drawn from Dubai Police Department using

survey questionnaire. The findings of their study show a significant association between EO and performance and TQM mediate between EO and performance. Similarly, Aminu and Sheriff (2015) in their study on the influence of EO, MO, LO and TO on SMEs access to finance in Nigeria, examined three hundred and sixty-two (362) SMEs in the northwest region of Nigeria. The result of their findings produced negative significant relationship between EO and SMEs access to finance. The authors opined that in an unfavorable environment, innovativeness, proactive activities and risk-taking postures are not quite easy especially accessing financial support.

Yoon and Solomon (2017) highlighted the potential danger associated with over emphasis on EO as this can influences SMEs performance in a negative way. After assessing one hundred and fifty-seven (157) SMEs in South Korea, their findings indicated a curvilinear U-shaped relationship between EO and performance of SMEs whereas employee's psychological safety strengthen the relationship between EO and performance. Their findings suggest that the relationship between the constructs can excellently tested by employing a moderating variable as recommended by Baron and Kenny (1986).

Similarly, Kreiser et al. (2013) in their study "Disaggregating entrepreneurial orientation: the non-linear impact of innovativeness, proactiveness and risk-taking on SME performance" where survey questionnaire was administered on one thousand six hundred and sixty-eight (1668) SMEs across 9 countries. Their findings indicated a strong linkage between EO dimensions of innovativeness, proactiveness, risk-taking and SMEs performance. Specifically, the results confirmed an inverted U- shaped

relationship between risk-taking and performance of SMEs while innovativeness and proactiveness are having a significant positive relationship with performance.

Rua, França and Ortiz (2018) examined entrepreneurial orientation, intangible resources, absorptive capabilities and export performance of SMEs with competitive strategies as mediating variable in Portuguese textile industry. The study investigated a sample of two hundred and forty-seven (247) SMEs in the textile industry using PLS-SEM for data analysis. Their findings signify a strong positive relationship between EO and export performance of SMEs.

Additionally, EO dimensions of innovativeness and proactiveness have a positive and significant impact on differentiation but does not have a significant impact on cost leadership. Differentiation and cost leadership are the basic determinants of competitive strategies. Similarly, Aljanabi (2017) surveyed four hundred and thirty-two (432) SMEs in Iraq through self-administered questionnaire. The findings of the study indicated a positive relationship between EO and innovation capabilities of SMEs and absorption capacity mediates the relationship between EO and TIC of SMEs. The author maintained that entrepreneurially oriented SMEs could upsurge their TIC and exploit externally generated knowledge.

In a related study, Buli (2017) carried out an assessment of one hundred and seventy-one (171) SMEs in Ethiopia using structured questionnaire. His findings reveal that except for innovativeness, all the other dimensions of EO has a positive and significant relationship with business performance of SMEs. However, the overall contribution made by the four dimensions of EO on the performance is very limited, integrating EO

with interacting variable can play a significant role in enhancing EO-performance relationship. This indirectly entails that a moderating interaction may contribute to firm performance as well as local and international competitiveness.

In contrast, Lechner and Gudmundson (2014) sampled three hundred and thirty-five (335) small business firms in Iceland to test individual EO dimensions in relation to competitive strategy and the effect of competitive strategy on firm performance. The result of the study shows the different impacts of each dimensions on competitive strategy and the effects of cost leadership and differentiation on performance. The study has empirically outlined that innovativeness is strongly related to differentiation strategy. Risk-taking and competitive aggressiveness are negatively associated with both differentiation and cost leadership strategies. Both differentiation and cost leadership strategies are positively related to performance. Therefore, their study reported mixed findings on EO dimensions, competitive strategy and their effects on small firm performance.

Based on these suggested inconsistencies found in previous literature and potential areas for further enhancement on EO-performance relationship, the current study is motivated to empirically examine the EO combined with TO, CM and interaction role of government support policies in order to address the issues highlighted in the review of the literature.

Table 3.4

Literature Matrix on EO and SMEs Performance

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
1	Shan, Song & Ju, 2017	Entrepreneurial orientation (IV) Innovation speed (IVV)	Firm Performance	China	Electrical and Electronics	N/A	Hierarchical Regression. 153 Questionnaire	EO is significantly relat with performan Innovation speed partia mediate EO a performance	Future studies should be conducted to test generalization of the findings
2	Song & Jing, 2017	Entrepreneurial orientation (IV), Market orientation (IV) Technology orientation (IV)	New Venture Performance	China	Across Industries	Organizational Ambidexterity Theory (OAT)	Serial Regression Models. 199 Questionnaire	EO affects performance of NV performance positively, MO has no significant effect and TO positively influences NV performance.	Future studies would focus on other strategic management areas with larger sample and different geographical setting.
3	Al-Dhaafri, Al-Swidi & Yusoff. 2016	Entrepreneurial orientation (IV) Total quality management (IVV)	Organizational Performance	UAE	Public Service Sector	Resource Based View Theory (RBV)	PLS-SEM with 111 Questionnaire	EO has positive and significant effect on performance. TQM mediate EO and performance	Future research could consider different industries. Replicate in other developing countries.
4	Aminu & Sheriff, 2015	Entrepreneurial orientation (IV), Market orientation (IV), Leaning orientation (IV) Technology orientation (IV).	SMEs Access to Finance	Nigeria	Across Industries	Resource Based View Theory (RBV)	PLS-SEM. 362 Questionnaire	EO and SMEs AF is not supported MO, LO and TO indicated positive relationship with SMEs AF.	Future study should consider other part of Nigeria. Mixed method is suggested in future research.

Table 3.4 (Continued)

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
5	Yoon & Solomon, 2017	Entrepreneurial orientation (IV), Employee's psychological safety (MV)	SMEs Performance	South Korea	Wholesale and Retail SMEs	N/A	PLS-SEM. 157 Sample	EO has a curvilinear relationship while PS moderates between EO and SMEs performance	The study be replicated in other countries with different culture.
6	Magaji, Baba & Entebang, 2017	Entrepreneurial orientation (IV), Environment (MV)	SMEs Financial Performance	Nigeria	Across Industry	N/A	N/A	The study reveals a variety of measures and concludes that strong EO results in high firm performance.	The role of government should be examine empirically on EO-performance relationship.
7	Kreiser, Marino, Kuratko & Weaver, 2013	EO Dimensions (IV) -Innovativeness -Proactiveness -Risk-takin Individualism (MV)	SMEs Performance	Multi-Country	Across Industry	Behavioral theory	Hierarchical regression analysis using 1668 sample	Innovativeness and proactiveness were significantly and positively related to SME performance, while risk-taking shows a negative U-shaped relationship between with performance	Future research should examine the possibility that competitive aggressiveness and autonomy relationships with SME performance

Table 3.4 (Continued)

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
8	Rua, França, & Ortiz, 2018	Entrepreneurial orientation (IV), Intangible resources (IV), Absorptive capabilities (IV) Competitive strategies (IVV)	SMEs Export Performance	Portugal	Textile Industry	Resource-Based View (RBV)	PLS-SEM with 247 sample	EO has a positive and significant impact on differentiation but not cost leadership and is significantly related with export performance.	Future research was suggested to look at more industries in different cultural settings to test the proposed relations. Variables such as firm age and government policies could be of added value when used as moderator/mediator variables.
9	Aljanabi, 2017	Entrepreneurial orientation (IV), Absorptive capacity (IVV)	SMEs Innovation capabilities	Iraq	Across Industry	Resource-Based View (RBV)	PLS-SEM with 432 sample	EO is positively related with TIC, ACAP and ACAP mediated the relationship between EO - TIC	Adoption of moderating variable is of essence in forthcoming studies.
10	Buli, 2017	Entrepreneurial orientation (IV), Market orientation (IV)	SMEs Performance	Ethiopian	Manufacturing industry	N/A	Multiple and linear multiple regression with 171 sample	All dimensions of EO and MO have a strong significantly link with SMEs performance, except for innovativeness.	Further empirical evidence needs to identify the complex relationship among EO's dimensional variables and SMEs performance

3.15.2 Technology Orientation and Performance

A large body of research within firm performance literature ascribes tremendous importance to technology orientation, a concept reflecting on the capacity to pursue state-of-the art technologies that improve existing product, develop new products, openness to new ideas and prefer such ideas that employ the most superior technologies in a firm.

Over the decades, there are many researchers like Amirkhani and Reza (2015) Gao et al. (2007) Gatington and Xuereb (1997) Li and Zhou (2005) Mu and Di Benedetto (2011), Zhou and Li (2010) and Ziaul Hoq (2009) strongly supported the strong link between TO and SMEs performance as the construct is affirm to be among the vital resources and capabilities of a firm that acts as a source of sustainable competitive advantage.

In the same vain, previous studies have advanced a significant relationship between TO and firm performance which shows TO positively impacting on performance and profitability of SMEs. For instance, Spanjol et al. (2011) found TO as having a significantly positive effect on product performance especially in terms of branding, quality and newness of product to customers. Zhou et al. (2005) in their studies on the effect of strategic orientations on technology-base and market-based breakthrough innovation found that TO is positively related to technology-based innovations but has no influence on market-based innovations, and different market forces (demand uncertainty, technology turbulence, and competitive intensity) employ significant influence on technology-base and market-based innovations, and these two types of innovations affect firm performance differently. The results have significant

implications for firm strategies to facilitate product innovations and achieve competitive advantage.

Conversely, study by Gao et al. (2007) on sample of four hundred and eight (408) firms in China to explore on the effect of customer orientation, competitor orientation and TO in a transitional economy. Their study discloses the fact that TO positively affect firm profitability and product performance, with an average technological change, while it has no significant effect on sales growth. Though, the study indicated that with little technological instability, TO will have a negative effect on firm performance. Kasim and Altiney (2016) in their empirical study on two hundred and fifty-four (254) sample in Malaysian Hotels in the SMEs category, outlined a strong impact of TO on growth performance. The result specifically found that TO is significantly related with performance, whereas OL has no mediating effect on TO-Performance relationship while MC moderates TO and SMEs performance.

Meanwhile, Halaka and Kohtamaki (2011) analyzed the influence of EO, TO, CO on performance through the dynamic capabilities of organizational learning of one hundred and sixty-four (164) software firms in Finland. Their findings support a proposal to divide software companies into three groups of different configurations for TO, CO and EO. The first groups with high CO, low TO and low EO, intermediate levels of CO, TO and EO and integrators with high levels of CO, TO and EO. There is also a mixed outcome in the OL capability and performance. Nevertheless, the authors supported the evidence that firms converging several strategic orientations perform better than those focusing solely on a single strategic orientation. Furthermore, in a

related study on the effect of MO, EO and TO on firm performance, Ziaul Hoq (2009) found a positive influence of TO on firm performance.

Similarly, in the context of African continent, the study of Urban and Barreria (2010) on the relationship between EO and TO with a moderating variable of environmental hostility sampled two hundred and twenty-nine (229) SMEs across industries in South African. The study presents a mixed result as there is no significant association between EO and TO but both EO and TO have a strong and positive associations with environmental hostility and dynamism. Odondo, Okibo and Odhiambo (2017) examine the direct relationship between TO and performance in Kenya's Agro-food processing SMEs and their findings indicated that there is a significant positive relationship between TO and SMEs performance.

On the contrary, Deshpande et al. (2013) used a cross national study on five hundred and eighty-six (586) sample in USA and Japan to examined strategic orientations and firm performance. The study found no significant effect of TO on both subjective and objective performance of a firm. Specifically, TO reveals a negative impact on profitability in both Japan and the USA. The outcome cancels their earlier prediction that Japanese firms will benefit more on TO compared to America, the overall sneerier is that TO might likely to be too costly for the entrepreneurial firms. The study also found non-significant interaction between achievement motivation, TO and performance. A probable explanation may be the existence of two contradictory forces counterbalancing each other. Precisely, while collective team work has important benefits for entrepreneurial firms adopting TO (e.g. Hsu, 2006; Steensma et al., 2000), the individualistic and self-motivating nature of many founders with high need for

achievement have important benefits as well. Furthermore, in new industries, where technology is still evolving, SMEs have more significant role to play than in mature mass-production industries where the technological focus has switched to cost-reduction process innovation and minor product enhancements. Therefore, technological changes should be guided by consumer trends and the changing realities of industry.

Additionally, drawing on data from two hundred and thirty-three (233) Chilean SMEs, Bianchi, Glavas and Mathews (2017) explored the role of international entrepreneurial orientation and internet technology capabilities on SME international performance, taking into account the mediating effect of international entrepreneurial opportunity recognition and technology-related international networks. The outcome of the study shows that IEO and ITO have a positive impact on the international performance of SMEs.

Their findings further suggest that IEOR and TRIN mediate the relationship between international entrepreneurial orientation and internet technology capabilities on SME international performance. International entrepreneurial opportunity recognition is the ability, skills and knowledge of SMEs in identifying and exploiting potential opportunities in the international market at the initial stage of product conceptualisation, commercialisation, and ultimately succeed in the international business ventures. This suggest that IEOR and technology-based networks are critical components for exploiting ITC and IEO, and for leveraging SMEs international performance. ITC create amplified opportunities for international technology-based networks. Similarly, IEO positively impacts IEOR. Thus, international entrepreneurial

opportunity recognition and international technology-based networks are key in explaining how capabilities are leveraged for SME international performance within emerging markets.

Furthermore, Kocak et al. (2017) on "Market, entrepreneurial, and technology orientations: impact on innovation and firm performance", investigated eight hundred and eighteen (818) manufacturing SMEs in Turkey. The study found that proactive market orientation (PMO) and technology orientation (TO) lead to radical innovation, while responsive (RMO) strongly affects incremental innovation. EO impacts performance directly and indirectly through both incremental and radical innovation. Likewise, the study found that PMO and EO have positive impact on performance. Amazingly, TO did not predict SMEs performance. In a nutshell, TO has a negative effect on performance in this study.

Equally, RMO was also negatively related to performance. Contrary to the authors prediction, incremental innovation was found to be negatively related to performance while radical innovation was found to be positively linked to performance. The authors suggest that SMEs, especially in emerging economies should focus on key trends of markets, both existing and emerging. This means that there a need for SMEs in the developing countries to pay more attention and possess adequate knowledge and skills on TO-PMO. The authors highly suggested for further empirical studies on these relationships expansively.

Prominent scholars on the literature reviewed argued on the importance of TO in predicting firm performance hence achieving competitive advantage. Urban and

Barreria (2010) asserted that though, TO is not linked with environmental hostility and dynamism to the same extent as EO, nevertheless, a lot of potential exists in emerging countries to *import and adapt* technologies developed in the advanced countries. A cavernous and thorough understanding of TO is essential not only for academic purposes but also because the subject has salience for practitioners and policy-makers. Businesses that adopt TO can accumulate rich technological awareness that can improve their adaptive capabilities (Urban & Barreria, 2010; Zhou & Li, 2010). Furthermore, TO was found to be having a significant positive effect on product commercialization performance and product innovation performance respectively (Mu & Di Benedetto, 2011; Spanjol et al., 2011).

The proceeding discussions suggested inconsistencies in the literature reviewed especially findings on technology orientation and SMEs performance relationship, thus, proposed some potential areas for further improvement. This provided motivation for the current study, and a need for further empirical study to explore TO-performance relationship in regard to SMEs with a moderating role of government support policies. Table 3.5 present some selected literature on technology orientation and SMEs performance.

Table 3.5

Literature Matrix on TO and SMEs Performance

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
1	Kasim & Altiney, 2016	TO (IV), OL (IVV), MC (MV)	SMEs Growth	Malaysia	Service	N/A	Regression Analysis. 254 Sample	TO is significantly related w performance. OL has no effect on T Performance relationship while M moderates TO and SMEs performance.	More rigorous statistical technique is suggested for future studies.
2	Halaka & Kohtamaki, 2011	EO (IV), CO (IV), TO (IV) OL (IVV)	Firm Performance	Finland	Software Industry	N/A	SPSS. Survey with 164 sample	The findings support a proposal to divide software companies into three groups of different configurations for TO, CO and EO. The first groups with high CO, low TO and low EO, intermediate levels of CO, TO and EO and integrators with high levels of CO, TO and EO. There is also a mixed outcome in their OL capability and performance.	Further research in other countries and industry settings is needed to confirm and extend of the results. Use of different statistical tool was suggested.
3	Urban & Barreria, 2010	EO (IV), TO (IV) EH (MV)	Firm Performance	South Africa	Across industries	N/A	Chi-square with 229 sample	The study presents a mixed result as the is no significant association between EO and TO but both EO and TO have a strong and positive associations with environmental hostility and dynamism	Future research could consider role of government. Replicate in other emerging economies

Table 3.5 (Continued)

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
4	Odondo, Okibo & Odhiambo, 2017	TO (IV).	SMEs Performance	Kenya	Agro-food processing Industry	Porter's Generic Strategy and Marketing Mix Theory	Chi-square.505 sample	Technology orientation positively affects performance of SMEs	Future study be replicated in other countries with different industry. The scope of further research may be extended beyond technology orientation to include more elements in strategic management.
5	Amirkhani & Reza, 2017	MO (IV), TO (IV), BS (IVV)	Firm Performance	Iran	Service	N/A	AMOS. 217 Sample	MO and TO have a significant positive relationship SMEs performance. BS mediates the relationship between the strategic orientations and performance.	Combination of different strategies was suggested in future studies.
6	Deshpande, Grinstein, Kim & Ofek, 2013	CO (IV), TO (IV) COC (IV), Achievement motivation (MV)	Firm Performance	Cross National USA and Japan	Across Industry	N/A	SEM 586 sample	The study reveals that TO establishes a negative impact on performance in both Japan and the USA. Customer and cost orientations positively influences performance in both countries	Comparative study with both entrepreneurial and established firms is suggested. Focus on role of government policies on firms' strategic orientation and performance.

Table 3.5 (Continued)

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	Dependent (DV)						
7	Bianchi, Glavas & Mathews 2017	IEO (IV), ITC (IV), IEOR (IVV), TRIN (IVV)	SMEs Performance	Chile	Across Industry	Resource based view (RBV) theory	SEM with 233 sample	IEO and ITO have a positive impact on the international performance of SMEs. The findings indicate that internet technological capabilities are critical in assisting firms to seize new international markets in a dynamic context	Future research should replicate the study in other countries with different cultural background. Future study should include other variables to act as moderators or mediators.
8	Kocak, Carsrud & Oflazoglu 2017	MO (IV), EO (IV), TO (IV) Incremental and Radical Innovation (IVV)	SMEs Performance	Turkey	Manufacturing Industry	Resource-Based View (RBV)	LISREL with 818 sample	Proactive market orientation (MO) and technology orientation (TO) lead to radical innovation, while responsive MO strongly affects incremental innovation. EO impacts performance directly and indirectly via incremental and radical innovation. RMO is negatively associated with radical innovation, while PMO is negatively associated with incremental innovation.	Further research in other countries with different levels of economic, and in different industrial sectors is needed. Future research should investigate the effects of other strategic factors on firm performance.

3.15.3 Contemporary Marketing and Performance

On a general note, very limited studies have looked into the effect of contemporary marketing and firm performance (Adeniyi, 2011; Coviello & Joseph, 2012; Coviello et al., 2006; Iyalla, 2015). However, most of the previous studies explore one aspect of CM dimension with firm performance (see Brodie et al., 2007; Coviello et al., 2003; Ibojo & Dunmade, 2016; Kuboye & Ogunlobi, 2013; Sheth et al., 2015; Sultan & Rohm, 2004; Trang et al., 2015). Equally, majority of the studies available emphasized and focused more on marketing strategies and firm's performance, and market orientation with firm performance (Charles et al., 2012; Dedee & Douglas, 1998; Deshpande & Farley, 1998; Grinstein, 2008; Hussain et al., 2015; Jawoski & Kohli, 1993; Slater & Narver, 2000). To understand the performance drivers of an organisation, particularly small firms, some studies focus on service quality (Al-Dhaafri et al., 2016; Aravindakshan et al., 2004).

The contemporary marketing practices was first examined by Brodie, Coviello, Brookes and Little in 1997 looking at transaction, database, interaction, and network marketing. In addition to these four practices, e-marketing as the fifth aspect of marketing practice was introduced by Coviello et al. (2001). In this context, Coviello et al. (2006) examine both marketing practice and the association between practice and performance of two hundred and twenty-four (242) SMEs across nations in tourism accommodation sector. The findings from their study shows that, in all the practices examined, only interaction marketing and transaction marketing positively affect performance.

However, despite increasing attention in the literature on newer forms of practice such as database marketing, e-marketing, and network marketing, and the fact that they are all implemented by the firms in Coviello & Joseph (2012) sample, these forms of marketing appear to have no impact in terms of either directly influencing performance or enhancing the effect of transaction marketing and interaction marketing. This may be a reflection of their relatively low implementation levels, or perhaps such practices are too new and/or resource-intensive to have an impact on performance.

Brodie et al. (2007) provided a broader examination across industries, investigating three hundred and fifty-one firms in the USA. Their study was a follow-up to the UK and New Zealand research from Coviello et al. (2003) and used data from two US samples collected in 2002 and 2005. The study findings show that the penetration of e-marketing was significant, with over two-thirds of US firms having medium or high levels of e-marketing application. The findings also show the adoption of e-marketing was positively associated with improved acquisition performance, which, in turn, influences firm performance.

Additionally, the implementation of e-marketing increases the effectiveness and efficiency of database marketing and network marketing practices. The authors stressed that the success of e-marketing comes from the support and enhancement of existing marketing practices, rather than e-marketing transforming the business model. Thus, the adoption of e-marketing is shown to largely be a consequence of its integration with other marketing practices.

In his thesis, Adeniyi (2011) found a mixed result as each dimension has unique characteristics in relation to performance. The outcome indicated that transaction marketing predicts customer acquisition and database marketing envisaging customer retention. The study maintained that when both acquisition and retention are high, firms experience greater level of performance, even though, both TM and DM positively related to non-financial performance of a firm. Interaction marketing predicts non-significant relationship with agricultural firm performance, the study shows that while different types of firms may emphasize different approaches to the market, they also practice all aspects of contemporary marketing to a certain extent. For example, nearly all firms practice medium to high level transaction, database, interaction and network marketing. Network marketing appears as a holistic view of interaction marketing, with interaction-based relationships characteristic of both. NM and IM differ from the practice of database marketing, which is a "closer form" of TM.

In another study, Gregory, Ngo and Karavdic (2017) investigated e-marketing and export performance with facilitating effect of distribution and promotion. The study engaged three hundred and forty (340) SMEs in Australia and found e-marketing as having a significant positive association with performance. The empirical evidence also suggests that both distribution and promotion mediate the relationship between e-marketing and performance.

In parallel, Rapp et al. (2010) analyzed the influence of customer relationship management and customer orientation on the performance of customer relationship performance and overall business performance through customer capabilities and environmental dynamism. The study employed two hundred and fifteen (215) firms in

the USA and found positive links between CRM, CO and CR which enhanced firm performance. The findings show CC mediates the relationship between CRM and CRP. Interestingly the findings reveal ED moderating CRP but not overall firm performance. The authors argued that the high cost related to understanding and swiftly responding to changing customer needs might be responsible for the negative outcome since the firm performance in the study was measured using cost and profitability.

In contrast, Hapenciuc et al. (2015) in a study converging sustainable entrepreneurship, entrepreneurial marketing and the contemporary marketing practices, investigated one hundred and four (104) start-up small business ventures in Romania. In testing the different marketing effects, the authors adopted the Triple Bottom-Line elements (people, planet and profit) as widely used by CMP. The study presents a mixed result as IM and SE had the highest, yet moderate correlation. NM and DM are similar in the sense that there is a concern for SE, but only for people component, Transactional marketing on the other hand does not relate with sustainable entrepreneurship due to the fact that there is a clear incongruity between discrete transactions and the long-term entrepreneurial vision of start-up firm compared to established ventures.

Accordingly, Coviello et al. (2006) empirically resolved that desired performance placed emphasis on both transaction marketing and interaction-based relationship marketing to acquire and retain customers to achieve sales growth that leads to competitive advantage. Additionally, modern practices of database marketing, e-marketing, and network marketing are in evidence, but given very limited attention empirically. The authors stressed that more than ever, firms now emphasize on customer acquisition and retention, and also management of relationships. They further

forwarded strong suggestion for future empirical study to better understand the CPM dimensions and how this influence performance.

Among the handful work found on contemporary marketing is Abu Farha (2016). The study investigated managerial assumption and business strategy in relation to contemporary marketing practices where he examined one hundred and fifty-eight (158) firms across Arabian countries. His findings documented that different contemporary marketing dimensions coupled with different frame of reference such as entrepreneurial, bureaucratic, professional and political. The outcome of the study show TM as highly associated with political and bureaucratic FoR, however, bureaucratic FoR found to be weaker than the one found between political FoR, possible reason for the strong link is attributed to the fact that, Arab world focusses on the coalition to which they belong which goes with TM orientation for growth and expansion, while the weak result can be explained by the cultural settings of the Arabian countries.

Likewise, managers with entrepreneurial FoR seek to be innovative and need a marketing practice that emphases on establishing close ties with customers in order to understand their needs better and thereby respond innovatively to such needs. Hence, entrepreneurial FoR is associated more with IM and NM. Though the results found a significance link with IM, NM produced non-significance relationship. The professional FoR is more inclined with DM and NM. The author recommended that since the study was restricted to Arab markets, replicating in other countries with different cultural set-up will add more value.

Although the study was dated, Coviello and Brodia (2001) have carried out an in-depth research on contemporary marketing practice in both consumer and B2B firms with two hundred and seventy-nine 279 data gathered from Canada and New Zealand. Their findings offered mixed support as some positive impact was found for the expected differences, but a number of similarities were also identified. Precisely, the results concluded that consumer firms are more likely to practice TM and DM and B2B firms are more likely to practice IM and NM, thus, a kind of mixed findings was reported.

Sok et al. (2016) concurred that market capabilities mediating the relationship between EO and performance and also finds that marketing resource moderates on the indirect effect of EO on performance via marketing capability. The authors opined that future studies should incorporate other marketing strategic factors into the conceptual model. Ferdous and Hossain (2011) studied the effect of transaction marketing, database marketing, interaction marketing and network marketing on firm performance in Bangladesh with one hundred and sixty-five (165) sample and their findings indicate strong association between TM and DM. Even so, the link between TM and IM was found to be negative and weak.

Furthermore, the study indicate that DM is significantly related with both IM and NM and strong association was found between IM and NM. In addition, the study concluded that firms in Bangladeshi which are transactional focused more on engaging on database marketing and those that are relational in nature combine both IM and NM activities. The authors also provided a direction for further study where they emphasized the inclusion of the fifth dimension (e-marketing) in future model and

consider larger sample size in emerging markets to strengthen and further validate the findings of their study.

These arguments and evidences have brought us to the understanding that contemporary marketing practice is vital resource and capability of a firm that promise sustainable competitive advantage towards enhancing performance. In view of the importance of CM practice in SMEs and the scarcity of literature on the subject, especially in emerging economy, the current study proposed and examined extension of the model by incorporating CM as one of the independent variables. Table 3.6, presents a summary of the key literature on the relationship between contemporary marketing and small and medium enterprises performance. Hence based on literature review, the present study intends to investigate the potential relationship between CMP and firm performance.

Table 3.6

Literature Matrix on CMP and SMEs Performance

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
1	Brodie et al., 2007	E-marketing (IV)	Firm Performance	USA	Across Industries	N/A	SEM. 351 Sample	Adoption of E-marketing significantly related with fi performance.	Further study with larger sample size was suggested. Replication of the study in other countries.
2	Gregory, Ngo & Karavdic, 2017	E-marketing (IV), Marketing Capabilities (IV), Distribution (IVV). Promotion (IVV)	Export Performance	Australia	Across Industries	Resource Based View (RBV)	PLS-SEM with 340sample	E-marketing is positively related with export performance. Distribution and promotion mediates the relationship between E-marketing, market capability and export performance.	Further research should consider other dimensions of contemporary marketing.
3	Hapenciuc et al, 2015	CMP (IV), Entrepreneurial Marketing (IV)	Sustainable Entrepreneurship	Romania	Small Ventures across Industries	N/A	Correlation test with 104 sample	The study presents a mixed result as IM and SE had the highest, yet moderate correlation. NM and DM are similar in the sense that there is a concern for SE, but only for one component, TM has no correlation with SE.	Future research could consider medium and large enterprises. Larger sample size was recommended for future research.
4	Coviello et al, 2006	CMP (IV).	SMEs Performance	Cross National	Service	N/A	SEM with 242 sample.	CMP dimensions such as DM, e-M, and NM are in evidence, but they are not found to influence performance. Customer acquisition enhanced performance in terms of profitability rather than customer retention.	Further investigation of the impact of firm size would be appropriate. The study to be replicate over time to allow for a better understanding of CMP dimensions

Table 3.6 (Continued)

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	**Dependent (DV)**						
5	Abu Farha, 2016	Managerial Assumption (IV), Business Strategy (IVV)	CMP	Cross National	Service	N/A	PLS with 158 Sample	Different CMP dimensions were coupled with different MA and BS. These forces were found to be inter related and internally coherent	The study was restricted to Arab markets, replicating in other countries with different cultural set-up was suggested.
6	Coveillo & Brodie, 2001	CMP (IV) -Transaction -Database -Interaction -Network	Consumer and B2B Firm Performance	Cross National Canada and New Zealand	Across Industries	N/A	Chi-Square/ MANOVA 279 sample	Their findings offered mixed support as some support was found for the expected differences, a number of similarities are also identified.	Future studies may consider dividing firms into different strata. Multiple respondents across functional levels will add more value.
7	Adeniyi, 2011	CMP (IV) -Transaction -Database -Interactive -Network Environment (MV)	Org. Performance	Nigeria	Agro-based Industries	Cognitive Theory, Commitment – Trust Theory	ANOVA with 818 sample	The study indicated mixed findings as each dimension has unique characteristics.	Future research should measure both objective and subjective performance of firms. Replicating the study in other part of Nigeria and different sector other than Agriculture for more generalization.

Table 3.6 (Continued)

S/N	Author	Variables		Country	Industries	Theory	Sample/ Method	Main Findings	Suggestion for Future Studies
		Independent (IV) Moderator (MD) Mediator (IVV)	Dependent (DV)						
8	Sok et al. 2016	EO (IV), MC (IVV), MR (MV)	Small Business Performance	Australia	Service Industry	Resource-Based View (RBV)	Hierarchical Regression with 495 sample	The findings the support for the mediating effect of MC on the EO-performance relationship and also finds that MR moderates on the indirect effect of EO on performance via marketing capability.	Future research could examine how variations in performance differ across SMEs. This study focused on MC and MR as intermediate/interacting links between EO and performance, future studies should incorporate other marketing strategic factors into the conceptual model.
9	Rapp et al, 2010	CRM (IV), CO (IV), CC (IVV) ED (MV)	CR and Firm Performance	USA	Across Industries	Resource Based View (RBV)	PLS with 215 sample	The results indicated a positive links between CRM, CO and CR which enhanced firm performance. The findings show CC mediating and ED moderating the constructs.	It would be valuable to identify other moderator or mediator variables that may support these capabilities. Future studies should focus on CMP with performance.
10	Ferdous & Hossain, 2011	CMP (IV) -Transaction -Database -Interaction -Network	Firm Performance	Bangladesh	Across Industries	N/A	Correlation with 165 sample	The results indicate a positive link between TM and DM, TM and IM were found to be negative. Results also indicate that DM is significant with both IM and NM and strong association exists between IM and NM.	Future studies need to incorporate the e-marketing dimension within the CMP framework and consider larger sample size in emerging countries to strengthen and further validate the findings of this study.

3.15.4 The interaction of government support policies on EO, TO, CM and SMEs performance.

To start with, the impacts of either mediator or moderator can elucidate the relation between independent and dependent variables. It is relatively difficult to review and assess links between two or more variables on why they are related or under what circumstances they relate without evaluating the mediators or moderators, (Baron & Kenny, 1986).

Globally, the role of government in ensuring focused and viable SMEs sector is visible in many countries including both advanced and developing economies. The critical areas of government intervention in the enhancement of SMEs is therefore expected to be in form of entrepreneurship and technological development, provision of enabling business environment and appropriate policies that promote market access for both national and international (Egena et al., 2014; Ogechukwu, 2011; Quy, 2016). A large body of researchers within the area of entrepreneurship ascribes tremendous importance to government policies on firm performance, (Ahmed & Ojong, 2014; Kim et al., 2016; Sambajee & Dhomun, 2015) a concept reflecting the policy document, blueprint or course of actions by the government to influence and determine decisions that stimulates growth, which is a reliable predicator for SMEs performance and profitability.

Obaji and Olugu (2014) contended that government policies were critical towards encouraging entrepreneurial undertakings by SMEs including the utilization of new technologies. The authors further stressed that government policies determined the general entrepreneurial success of any nation emphasizing the role of government

policies towards adoption and utilization of new technologies. For instance, through appropriate government policies enacted by Chinese Government, China has been experiencing rapid advancement in entrepreneurship, technology and market expansions (Chen et al., 2016). Government initiatives towards development of entrepreneurial and technology-oriented businesses has also resulted into the achievement of Brazilian entrepreneurship movement as indicated by the emerging high technology-oriented organizations (Mugo et al., 2017).

Despite the aforementioned importance of GSPs on SMEs performance, no study to the best knowledge of the researcher outline the role of government on EO, CM and firm performance. On a similar note, very few studies have outlined that GSPs can strengthen TO-performance relationship (Bongomin et al, 2018; Kim et al, 2017; Mugo et al, 2017). It is in this context that, the present study proposed GSPs as an important potential resource for moderation on EO, TO, CM and SMEs performance.

Predominantly, moderating constructs are applied in a study when there are weak or fluctuating outcomes between predictor and criterion variables (Baron & Kenny, 1986). Previous literature on EO, TO and CM has produced mixed findings with regards to firm performance, hence necessitating introduction of moderating variable in the framework of the present study. Furthermore, most of the studies on government role on SMEs examined the direct association between government supportive initiative and how they affect SMEs survival, growth and performance. For instance, study by Ahmed and Ojong (2014) on three hundred and fifty (350) sample assessed government initiatives such as human capacity building, financial support and provision of infrastructure and their impact on MSMEs growth. Their study found a significant

relationship between HCB, FS and PI by government and the growth of MSMEs in Nigeria.

Xiang and Worthington (2017) examined two thousand seven hundred and thirty-two (2,732) SMEs using longitudinal approach in Australia to evaluate government financial assistance to SMEs and how it impacts on performance. The outcome of the study indicated that government financial assistance helps SMEs improve their immediate and long-run performance measured by income and profitability. Control factors that significantly affect SMEs performance and finance availability include business size, the level of innovation, business objectives and industry. In a comparative study between Maldives and Mauritius, Sambajee and Dhomun (2015) conducted a conceptual study to compare how the two countries assist SMEs in terms of financing. Their study revealed that the Maldivian government is less proactive in supporting SMEs compared to the Mauritian government in terms of financing and business support services.

In a similar study, Eniola and Enteband (2015) conceptionally studied how government policies affect SMEs performance in Nigeria. The authors resolved that performance of SMEs varies with the choice of the government policies, schemes and support arrangements for each sector. Eze et al. (2016) investigated one thousand five hundred (1,500) SMEs across Nigeria to ascertain the relationship between financial arrangement and the growth of SMEs. The findings of the study produced a negative relationship between GFA and SMEs growth, the study further indicated that government assistance was not easily access by SMEs in Nigeria. Njinwah (2016) asserted that government has an important role to play in enhancing SMEs export

performance as it has both direct and indirect effects with performance. The author further emphasized that only export marketing out of the five hypotheses has a significant positive link with export performance through GSPs interaction, hence presenting mixed findings.

More specifically, Mugo et al. (2017) have empirically revealed that GSPs are crucial for firm performance and can serve as a moderating component towards promoting firm performance. In their study on eighty-six (86) firms in Kenya to examine the moderating role of GSPs on the relationship between TO and performance, their findings shows a positive moderating effect on the relationship between TO and performance. Similarly, a study by Kim et al. (2017) employed six hundred and fifteen (615) sample in Korea to test the moderating role of government on the effect of R&D activities and product innovation performance. Findings of the study indicated that internal and external R&D were significant with large enterprises, only internal R&D is significant with SMEs. And government support had a significant effect only in the case of SMEs.

Sheriff et al. (2010) in their investigation of two hundred and twenty (220) SMEs in Cambodia acknowledged that government support has a moderating effect on the relationship between entrepreneurial values, firm financing, management and marketing practice and growth performance of SMEs. In parallel to this, Othman et al. (2017) studied the linkage between knowledge, attitude and sensitivity of government policies on Halal food and firm performance in Malaysia with two hundred and six (206) sample drawn from multinational companies and small and medium enterprises.

The findings showed a positive relationship between human factors of knowledge, attitude and sensitivity toward government policies and firm performance.

Finally, as it was mentioned earlier, it is important to note that without evaluating the moderating variable, it is difficult to examine links between EO, TO, CM and SMEs performance on why they are related or under what conditions they are related. Hence based on literature reviewed, the present study projected to investigate whether government support policies can strengthen the relationship between the determinants of SMEs performance in Nigeria. Table 3.7 presents a selected literature matrix on government policies and firm performance.

Table 3.7

Literature Matrix on the interaction of GSP

S/N	Authors	Variables		Country	Industry	Theory	Method/Sample	Main Findings	Future Study
		Independent	Dependent						
1	Mugo et al, 2017	Mobile Technology Services-MTS (IV) Government Policies (MV)	Performance	Kenya	Service		Descriptive and Explanatory with 86 sample	Government policies positively moderates the relationship between MTS and performance.	Further study should be carried out in different countries covering other sectors.
2	Ahmed & Ojong, 2014	Government Support (IV) -Human Capacity -Financial Support -Infrastructure	MSME Growth	Nigeria	Across Industries	N/A	Pearson Product Movement Correlation Coefficient with 350 sample	Findings of the study indicated a significant relationship between HCB, FS and PI by government and the growth of MSMEs in Nigeria.	Future research should identify more variables that can enhance MSEM performance
3	Kim et al, 2017	Internal R&D (IV), External R&D (IV), Corporate R&D (IV) GSP, (MV)	Product Innovation Performance	Korea	Service	N/A	Binary Logistics Regression with 618 sample	Findings indicated that internal and external R&D were significant with large enterprises, only internal R&D is significant is SMEs. And government support had a significant effect only in the case of SMEs.	As this study only focused on service sector, future study may explore detail characteristics of the entire business sectors

Table 3.7 (Continued)

S/N	Authors	Variables		Country	Industry	Theory	Method/Sample	Main Findings	Future Study
		Independent	Dependent						
4	Xiang & Worthington, (2017	Government Financial Support	SMEs Performance	Australia	Across Industries	N/A	Descriptive Correlation Coefficient with 2,732 sample	The study found government financial support is strongly related with SMEs performance.	Future study should concentrate on one tier of government. (Federal, State or LGA)
5	Sambajee & Dhomun, 2015	Government Support (IV)	SMEs Performance	Cross National	Across Industries	Pecking-order theory	Conceptual study	The Maldivian government is less proactive in supporting SMEs compared to the Mauritian government in terms of financing and business support services.	Empirical study was recommended to further investigate the role of government on SMEs development.
6	Njinyah, 2016	Government Support (IV) -Export Financing -Export Marketing -Management Capabilities	SMEs Export Performance	Cameroon	Agro-base Industry	Resource Based View (RBV)	SEM with 101 sample	The findings suggest both direct and indirect effects on the export performance of SME Cocoa exporters were supported.	Further empirical testing was suggested in a different country context and in more sectors of the economy.
7	Othman, Shaarani & Bahron, 2017	Knowledge (IV) Attitude (IV) Sensitivity to GP (IV)	Firm Performance	Malaysia	Halal Food Industry	Resource Based View (RBV)	PLS-SEM with 206 sample	The findings showed a positive relationship between knowledge, attitude and sensitivity toward government policies and firm performance.	Future study should consider larger sample size for more accurate result. More study in other sectors will add more value.

Table 3.7 (Continued)

S/N	Authors	Variables		Country	Industry	Theory	Method/Sample	Main Findings	Future Study
		Independent	Dependent						
8	Shariff et al. 2010	Entrepreneurial Values (IV), Firm Financing (IV), Management (IV), Market (IV), Government Policies (MV)	SMEs Performance	Cambodia	Service	Resource Based View (RBV)	Hierarchical Multiple Regression Analysis with 220 sample	The results predicted a significant relationship between EV, FF, MP, Mkt P and performance of SMEs. Further, government policy acts as a full moderator in the relationships	SME features such as sizes and type of business should be explored. Focus on technology and firm structure will enhance performance
9	Bongomin et al, 2018	Business Skill (IV), Capital Adequacy (IV), Access to Finance (IV), Access to Market (IV), Entrepreneurial Education (IV), Government Support (MV)	SMMEs survival	Uganda	Across industries	N/A	SPSS & SEM with 304 sample	Government support strengthen the relationships between BS, CA, AF, AM, EE, and SMMEs.	Future study may be carried out in other African countries with similarities in cultural and economic settings to further validate the current findings.
9	Eniola& Entebang, 2015	Government Policies (IV)	SMEs Performance	Nigeria	Across Industries	Resource Base View (RBV)	Conceptual	The authors opined that performance of SME varies with the choice of the government policies, schemes and support arrangements for each sector.	Future research should examine the relationship empirically.
10	Eze et al. 2016	Funding Arrangement (IV)	SMEs Growth	Nigeria	Across Industries	N/A	Chi-square with 1500 sample	The findings conclude that GFA has no impact on SMEs growth. Equally, the FA were not easily access by SMEs	The authors recommend more research in the areas of SMEs and entrepreneurship

3.16 Research on SMEs Performance in Nigeria

Small and medium enterprises (SMEs) plays an important role in both advanced and emerging nations. As per resent collaborative study by SMEDAN and NBS, SMEs in Nigeria constitute for 87.9% of the total business formation and contributes 97% to the employment generation in addition to 48% of industrial output in terms of value added (SMEDAN & NBS, 2013). However, recent report by ACCA (2013) highlighted a very poor performance of the sector as it contributes only 10% to the GDP in Nigeria, hence, performing far less than anticipated. The below average performance can be attributed to the country's over dependence on the petroleum sector as a major source of government revenue while neglecting the other sectors of the economy including SMEs for over four decades. According to Osinbajo (2015), Nigeria has all it takes to run a vibrant economy through diversification on business and commerce, particularly SMEs. These statistics draw the attention of the researcher towards the severity of the issue. Because apart from employment generation, SMEs are good avenues to alleviate poverty and improve economic growth that leads to social cohesion, more especially in a country like Nigeria where unemployment and poverty rates are alarming.

Despite the relevance and importance of SMEs, much of the literature reviewed indicated there are very few studies that attempted to investigate the determinants of SMEs performance in Nigeria. Especially on entrepreneurial orientation, technology orientation and contemporary marketing practice of SMEs and how government can strengthen their relationship to enhance performance. The handful studies found on SMEs in Nigeria have been conducted conceptually (Adelaja, 2012; Agwu, 2014; Egena et al., 2014; Eneh, 2010; Eze et al., 2016; Imeokparia & Ediagbonya, 2014) yet,

focused more on SMEs survival, challenges and financing aspect. Among the very few empirical studies found in the literature are that of Aminu and Sheriff (2015). The authors investigated the influence of strategic orientation on SMEs access to finance. The result of the study found a significant positive relationship between strategic orientation and access to finance. They pointed out a paucity in the literature and further suggested for more empirical study in this regard.

Furthermore, Adeniyi (2011) carried out an empirical study to investigate the contemporary marketing practice and performance of agricultural marketing firms in Nigeria. The study found a mixed relationship between contemporary marketing dimensions and performance of agricultural marketing firms. Specifically, transaction marketing predicts customer acquisition and database marketing is acute with customer retention. On the other hand, database marketing positively related to non-financial performance of a firm while interaction marketing has no relationship with agricultural marketing performance. In this study the author omitted e-marketing, however, he acknowledged the importance of e-marketing and strongly recommended that similarly study be replicated in other part of Nigeria with inclusion of e-marketing dimension.

Based on the aforementioned, the current study found both practical and theoretical gaps in the literature especially in the African continent, and particularly in the context of Nigeria. In this regard therefore, this study endeavored to make a relatively significant contribution practically, theoretically and contextually by investigating the relationships between entrepreneurial orientation, technology orientation,

contemporary marketing and the performance of small and medium enterprises alongside the interacting effect of government support policies.

3.17 Underpinning Theory

Underpinning theories are considered as a basis for any philosophical study as it supports researcher in the rigorous pursuit of investigation and provide direction from inception of the study to the phase of analysis (Iyamu, 2013). The author asserted that theories suggest fundamental principles and realities that guide a proper understanding of the constructs and the direction of their relationships. Hence, theory serveed as a foundation upon which assumptions of the study depends on. The concern in the strategic management is largely on how organisations create and use available resources to achieve performance. There are numerous theoretical approaches available to study resources and firm performance. Therefore, this study adopts the Resource-Based View (RBV) theory to explain the relationship between EO, TO and CM as the independent variables, SMEs performance as the dependent variable and government support moderating the two concepts.

3.17.1 Resource-Based View Theory

Resource-based view research within the field of Strategic Management was named by Birger Wernerfelt in his article "A Resource-Based View of the Firm" (1984), but prior to this, the origins of the resource-based view can be traced back to early researches. Retrospectively, elements can be found in works by Coase (1937), Selznick (1957), Penrose (1959), Stingler (1961), Chandler (1962, 1977), and Williamson (1979), where emphasis was put on the importance of resources and its implications for firm performance (Conner, 1991; Mahoney & Pandian, 1992; Rumelt, 1984). These studies recognized the importance of resources to a firm's competitive

position stressing that a firm's growth, both internally and then externally through merger, acquisition, and diversification, is due to the manner in which its resources are employed (Penrose, 1959) and that a firm consists of 'a collection of productive resources'.

Wernerfelt (1984) in the first attempt at formalizing the RBV, argued that a firm's performance is driven directly by its products, it is indirectly (and ultimately) driven by the resources that go into their production, a point that was further clarified by (Barney, 1986a). A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed, such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Hooley, Greenley, Cadogan, & Fahy, 2005; Smith & Rupp, 2002). RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being valuable, rare, inimitable, non-tradable, and non-substitutable (VRIN), as well as firm-specific resource capabilities (Barney, 1986b; Finney, Lueg, & Campbell, 2008; Makadok, 2001).

Barney (1986a) and (Penrose (1959) ascertained that organizations normally own resources which provides them with a competitive advantage and holds the key to superior long-term performance. The resources that are scarce, specialized and difficult to trade, imitate, or appropriate are viewed as intangible (Barney, 2001; Ray, Barney, & Muhanna, 2004). Therefore, this research work applied the resource-based view (RBV) as an underpinning theory. The RBV theory is one of the most widely used theoretical approach to underline the way companies utilize their resources to achieve performance.

The RBV theory as discussed in many previous studies, particularly the prominent ones such as Barney (1986a, 2001), Hamel and Prahalad (2000) is a concept that explains the competitive advantage and measures the performance orientation of organizations. The RBV model shows the relationship between the customer value, competitive advantage and superior performance. The RBV theory concludes that a firm can provide value to its customers in different aspects, for example through superior production systems, more focus on customer service and reducing the operational cost (Newbert, 2007).

The concept of RBV helps companies to implement strategies which are according to the customer's needs that can enhance firm's capability to sustain in the competitive market (Hooley & Greenley, 2007). RBV is one way of viewing the firm inside out with strategic orientations. Hamel and Prahalad (2000) acknowledged RBV as one of the dominant theory being used in the empirical literature on organisation's internal and external resources or capabilities and performance (Barney & Arikan, 2001; Smith & Rupp, 2002).

The theory emphasises the use of resources and developing capabilities within the firm as a source of competitive advantage. Its numerous capabilities and resources on which competitive advantage is based rested entirely on its operational function (Coates & Mcdermott, 2002; Rumelt, 1991). The aspects identified are all the resources of the company. RBV is a connection between the value of key resources and the firm's attainment towards a sustainable market competition and creating value for customers (Hinterhuber, 2013). The relationship of RBV theory with firm performance has been

used in both empirical and conceptual studies (Hinterhuber, 2013; Ritthaisong, Johri, & Speece, 2014).

Hinterhuber (2013) established the causal link between current resources through RBV and capabilities that lead to competitive advantage and maximization of firm's profit. In addition, Ritthaisong et al. (2014) stated that RBV theory was used to elaborate the substitution of firm resources to become the source of sustainable competitive advantage and to improve the firm's performance. It has been proven that firm's resource was defined as a driving factor that affected the performance of the firm (Beleska-spasova, Glaister, & Stride, 2012).

The RBV of any company focuses on the firm's way of delivering in the light of its chosen positioning strategy. It was further argued that RBV in the past research focuses mainly on the external characteristics of resources on the customers, overlooking the link between these resources on the firm (Rose, Abdullah, & Ismad, 2010). The resource based perspective view firms with superior system and structures as being more effective because they have significantly lower cost, higher quality or superior products (Mclvor, 2009). Therefore, this approach focuses on the outcomes that the firm generates from owing a rare firm's specific resource.

Equally, RBV is suggested to be embedded into a more stable theory of competitive advantage, particularly if it is placed in a dynamic framework. Thus, resources and values have also been highlighted to be of concern with the performance of the company (Kraaijenbrink, Spender, & Groen, 2010). Barney (1986b) defined firm's resources as all assets, firm attributes, organizational processes, capabilities,

knowledge, information, etc. Later on, Barney (2001) has identified the valuable, rare, inimitable, and non-substitutable as the key features for a resource to be strategically important in his popular checklist.

As mentioned earlier, RBV indicates the resource capabilities that lead to the survival of a firm and the achievement of sustainable competitive advantage, especially the SMEs (Ong, Ismail, & Yeap, 2010). These resources can either be tangible such as assets, access to funds, technological advancement, and location among others or intangible, specifically in the areas of human resource which constitute knowledge and awareness, skills and expertise, reputation and status, entrepreneurial orientation, technology orientation, customer service, networks dispositions and inspiration that allows in developing specific capabilities (Ferreira et al., 2011; Pratono & Mahmood, 2015).

Likewise, RBV views strategic orientations such as marketing, technological and entrepreneurial as strategic capabilities and resources of the firm that can influence performance (Pratono & Mahmood, 2015). Contemporary marketing, entrepreneurial orientation, and technological orientations are distinct but are complementary strategies from the perspective of RBV. EO refers to efforts by firms to seize business opportunities, which constitutes proactive behaviour, risk-seeking ability and innovation driven (Covin & Wales, 2011). On the other hand, TO focus on technology by pursuing state-of-the-art technologies to improve and develop new products, openness to new ideas and prefer such ideas that employ the most advanced technologies (Zhou & Li, 2010). While CM is seen as the firm's inclination to create and deliver a superior value to its customers in the context of new order of relationship

marketing that comprises five dimensions which include transaction marketing (TM), database marketing (DM), E-Marketing (EM), interaction marketing (IM) and network marketing (NM) (Coviello et al., 1997).

Understanding the changing market trends and making effective responses not only to ensure a firm's subsistence in the extremely competitive business environment but also results in an improved performance. EO identifies and exploits potential opportunities that satisfy customer needs, TO stresses on organizations' openness to new ideas and propensity to engage in R&D and adopt new technologies during product development and CM activities, are the process of customer retention and satisfaction (Ali, Hussain, & Jamal, 2011; Slater & Narver, 2000).

Thus, EO, TO and CM are seen as an important factor that assures a long-term competitive advantage and the sustainability of the firm's resources and capabilities. Sustained capabilities are those that are not easily or quickly imitated by the competitors and must form the basis of a company's strategy.These resources and capabilities are key for the achievement of competitive advantages and should be protected (Ferreira et al., 2011).

Based on the aforementioned studies, it is imperative to replicate EO, TO and CM constructs as an internal resource of a firm in other to gain more insight on how these constructs influence the survival, growth, performance, and sustainability of SMEs in Nigeria. The study is based on the RBV theory which stresses that firms' performance is enhanced if firms effectively deploy their organizational resources (EO, TO) and capabilities (CM) in the business environment.

3.18 Research Framework

A research framework is expressed based on prior empirical evidence, concepts and practical problems identified in the area where the researcher wants to investigate (McGaghie, Bordage & Shea, 2001). A framework is an essential element in research, first it identifies research variables and secondly, it clarifies the relationship that exists among variables. Furthermore, a research model explain the constructs chosen and interprets the anticipated relationships that exist among them by providing an explanation to the phenomenon under investigation (Eisenhart, 1991). Based on these guidelines, the framework for this study is formulated.

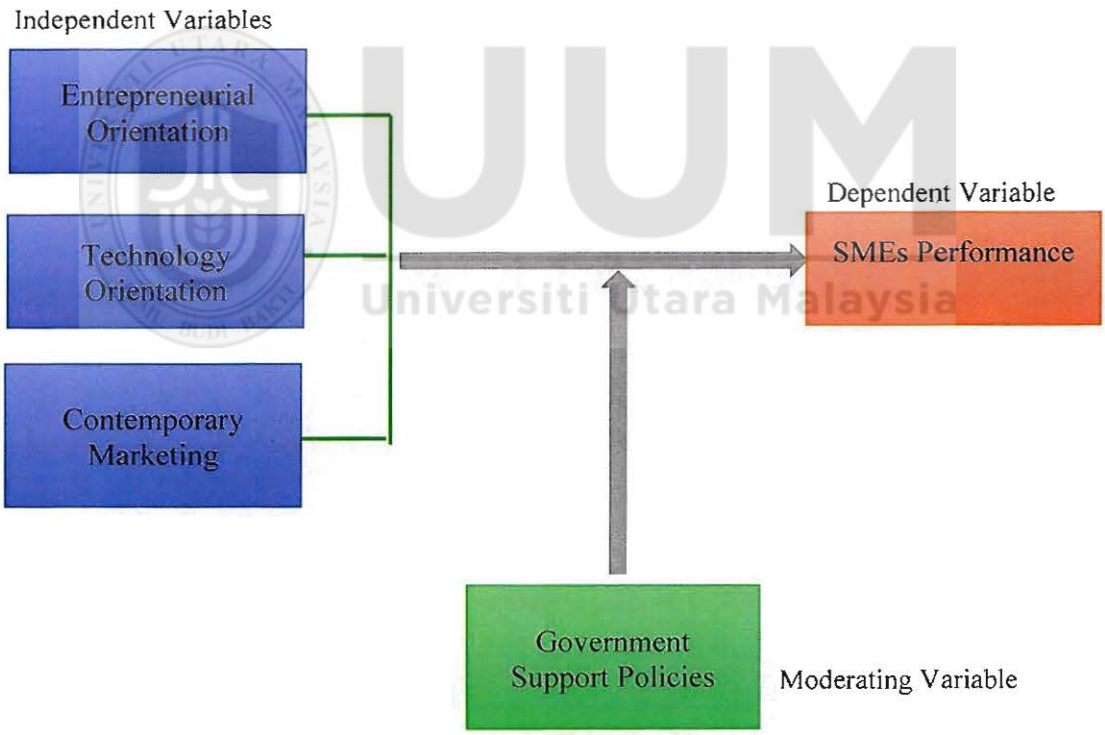

Figure 3.1

Conceptual Framework

The objectives of this study are mainly to assess the relationship between EO, TO and CM on the performance of SMEs in Nigeria and to determine the extent to which government support policies can strengthen the relationship for a greater performance of SMEs. The proposition of the research framework is that the relationships between EO, TO and CM have implications on the performance of SMEs. Therefore, the research framework, as in Figure 3.1 integrates the five key constructs: three independent variables, a moderating variable and a dependent variable. The independent variables are entrepreneurial orientation, technology orientation and contemporary marketing. The dependent variable is SMEs performance which comprises financial performance and non-financial performance. The moderating variable is the government support policies. The next section discusses briefly the literature gaps identified in the related literature discussed in preceding chapters.

3.19 Gaps in the Literature

In view of the numerous gaps identified in the literature concerning to the inconsistent outcomes coupled with under performance of SMEs in Nigeria, the perilous overview of the aforesaid studies outlined a number of conclusions.

To start with, to the best knowledge of the researcher, the conceptualization and operationalization of SMEs performance is an inconclusive and contentious concept that seems to be a gap as the term performance is measured by multi-dimensional and multi-faceted processes (Al-Dhaafri et al., 2016; Alegre & Chiva, 2015; Fairoz, et al., 2010; Lumpkin & Dess, 2001, 1998; Sorooshian et al., 2016; Yoon & Solomon, 2017). Prior studies conducted both empirically and conceptually reinforced the belief that firm performance is commonly operationalized as either objectively (financial

satisfaction) or subjectively (non-financial satisfaction), a concept that is often used interchangeably with firm performance or performance measurement. For instance, Lumpkin and Dess (1998)'s model which is based on the four distinctive dimensions used both objective and subjective measures with six items to measure firm performance. Fairoz et al. (2010) study two constructs to measure SMEs performance adopting both financial and non-financial measures with 6 items, Al-Dhaafri et al. (2016)'s study with three variables used fifteen items to examine both financial and non-financial measures of firm performance. Similarly, in a recent study Yoon and Solomon (2017) measure only the financial performance of a firm in a longitudinal approach to examine the extent to which employee's psychology impact on EO-firm performance.

Notwithstanding the prevalent recognition of the momentous roles SMEs play in promoting growth and development of most economies around the globe, it appears that there is an inadequate and fragmented literature on SMEs performance in the African continent perspective, particularly in the Nigerian context. According to Magaji, Baba and Entebang (2017), studies on SMEs in Nigeria remains neglected and very little is understood of its scale and the economic consequence. Based on this therefore, the current study holds on the premise that the resultant effects of entrepreneurial orientation, technology orientation and contemporary marketing constructs on SMEs performance through government support policies, have not been given the deserved scholarly attention in the available literature. Hence, this justifies further research into the determinants influencing SMEs performance that guarantee a lasting competitive advantage and dynamism. These potential findings not only answer

the research questions, but also provide a better understanding of scope and complexity of small and medium enterprise performance.

Although there are considerable researches found in the field of management on the investigation of EO, TO and CM and their impact on firm performance, most of the work have put their focus on examining these constructs almost independently. There is insufficient focus directed towards investigating the parallel effects of these constructs under the moderating role of government support policies. In addition, the absence of an integrative theoretical framework linking all the five constructs served as a motivating factor to the researcher. In fact, most of the literature reviewed have examined them differently and separately, thus causing not only fragmentations and emergence of distinct streams of research on firm performance but producing inconsistent conclusions.

Keeping this in mind, this study proposes to bridge the gap by examining the linkage between EO, TO and CM as independent variables, GSPs as moderator and SMEs performance as a dependent variable. The justification of the proposed theoretical framework is based on literature reviewed and the recommendations and suggestions for further studies put forward by researchers in the areas. Additionally, to avoid the methodological error, the present study applied the reflective-formative measurement to the two-independent variables of EO and CM as recommended by Covin and Wale (2012), Covin and Miller (2015) and Hair et al. (2012). Thus, the current study filled the gap by fittingly analyzing EO and CM with their logical sequence dimensions, the practice that is not commonly found in past studies as asserted by Hair et al. (2012) and supported by Covin and Miller (2015).

Lastly, this study responds to the calls by various scholars that encourage a renewed drive towards the search for effective and efficient way to manage firm's resources and capabilities to enhanced SMEs performance for sustainable competitive advantage as proposed by the resource-based view theory. Given the pace of change and the complexity in today's business operations, Birger Wernerfelt (2013) on the role of RBV in marketing, argued that developing a highly versatile style of modern marketing practice (CMP) is one of the most promising avenues for future research. Chavez et al. (2016) highly encourages further research on EO that will focus on all the five dimensions as against the three, namely innovativeness, proactiveness and risk taking in their study. The authors argued that dimensions such as autonomy and competitive aggressiveness (Lumpkin and Dess, 1996) could complement EO in future studies.

Kresie et al. (2013) asserted that it is required to examine the possible effect of competitive aggressiveness and autonomy dimensions in future study concerning EO and performance relationship. Furthermore, Deshpande et al. (2013) suggested a comparative study with both entrepreneurial and established firms with focus on role of government policies on firms' strategic orientation and performance. A number of studies (Adeniyi, 2011; Coveillo & Brodie, 2001; Ferdous & Hossain, 2011) asserted that previous studies on contemporary marketing have focused primarily on the four dimensions of TM, DM, IM and NN and their effect on firm performance, while scarce attention has been paid to the influence of e-marketing on firm effectiveness and performance. Hence suggesting the inclusion of e-marketing in subsequent studies.

In concise, as a result of research gaps identified, it merits an in-depth investigation to examine the key constructs of interest to arrive at significant findings of this empirical research and come to conclusion regarding the effects of EO, TO, CM and SMEs performance and also determine the extent to which GSPs strengthen the relationships based on the perceptions of SMEs owner-managers. Likewise, adoption of GSPs as a moderator and the incorporation of contemporary marketing as an independent variable in conjunction with EO and TO make the entire model of the current study an intellectual contribution. The inclusion of CMP in the model, on its own, is a major theoretical gap that this study addressed which makes it among the pioneers if not the first of its kind to test such a combination and relationship.

3.20 Development of the Research Hypotheses

Based on the research questions and review of previous literature, the following hypotheses were developed. Hypotheses 1, 2 and 3 are in relation to the independent variables and their relationships with SME performance in Nigeria. While hypotheses 4, 5, and 6 are concerned with the moderating effect of government support on the relationship between the independent variables and the dependent variable.

3.20.1 Relationship between EO, TO, CM and SMEs Performance

The evidence from the literature suggests that EO, TO and CM can help organizations to achieve a superior performance. Similarly, findings of the past studies have indicated that EO can result in a better organisational performance (see Al-Dhaafri et al., 2016; Gurbuz & Aykol, 2009; Herath & Mahmood, 2014; Ibrahim & Mas'ud, 2016; Kantur, 2016). TO has a significant impact on the performance of SMEs. For instance, (see Aminu & Shariff, 2015; Amirkhani & Reza, 2015; Mu & Di Benedetto,

2011; Pratono, 2016; Urban & Barreria, 2010; Zhou & Li, 2010; Ziaul Hoq, 2009). Previous studies have also shown that contemporary marketing is linked to organizational performance (Adegbuyi et al., 2013; Coviello & Joseph, 2012; Coviello et al., 2006; Iyalla, 2015). Based on the findings of the previous studies, the following hypotheses were developed to examine the research objectives one, two and three.

H1. There is a significant relationship between entrepreneurial orientation and performance of small and medium enterprises

H2. There is a significant relationship between technology orientation and performance of small and medium enterprise

H3. There is a significant relationship between contemporary marketing and performance of small and medium enterprise

3.20.2 Moderating Effect of GSPs on Relationship between EO, TO, CM and SMEs Performance

Even though, a number of studies found that positive relationships do exist between EO, TO, CM and SMEs performance. However, some studies found contrary results, for instance, Tang et al. (2008), Stam and Elfring (2008) point to the non-existence of significant impact of EO on performance. Some researchers have also suggested a negative correlation among the variables (Hart & Tzokas, 1999; Kreiser et al., 2013). Deshpande et al. (2013) and Voss and Voss (2000) found no significant effect of TO on organisational performance. Gao et al. (2007) have found TO with negative effect on firm performance. The inconsistent findings suggest that the relationship between EO, TO, CM and performance of SMEs may be influenced by a moderating variable, (Baron & Kenny, 1986; Jose, 2015). In addition, a study by Eniola and Entebang (2015) and Shariff et al. (2010) have found that GSPs has an effect on the performance

of SMEs. Thus, in view with this, the following hypotheses were developed as part of achieving the research's objective 4, 5 and 6.

H4. Government support policies have a moderating effect on the relationship between entrepreneurial orientation and small and medium enterprise performance in Nigeria.

H5. Government support policies have a moderating effect on the relationship between technology orientation and small and medium enterprise performance in Nigeria.

H6. Government support policies have a moderating effect on the relationship between contemporary marketing and small and medium enterprise performance in Nigeria.

3.21 Chapter Summary

The chapter discusses and expounds the meanings, concept and dimensions of the key variables of the study based on the previous works. The assessments of the literature available on performance and the constructs that affect SMEs performance are emphasised. Past studies related to the impact of EO, TO, CM and performance were discussed as well as the extent to which these conceptions are linked to SME performance.

All the previously mentioned studies have shown an inconsistent and inadequate outcome on the influence of the constructs on a firm performance, hence, there is still room for further investigation on the relationship between EO, TO and CM on the performance of SMEs in an emerging market like Nigeria. Furthermore, it is noted that not much attention has been given to the influence of the variables on SMEs performance in a single study model. Therefore, this study was built to investigate the combined efforts of the variables on SMEs performance in Nigeria.

Additionally, the chapter discusses GSPs and how it would strengthen the relationship between the variables and SMEs performance. The Growth of SMEs largely relies on government developmental strategies, GSPs not only create potentiality for SMEs to grow but also act as a support to overcome crises. However, previous studies indicated that the overall government supports for SMEs are not impressive in Sub-Saharan Africa including Nigeria, in cases where_such policies exist, they are under-utilised. In Nigeria, various administrations of the government at different times have geared their efforts towards the development of SMEs. However, such government initiatives were not yielding as desired.

There are limited studies that investigated the effect of GSPs towards SMEs performance. Apart from literature review, this chapter also revealed the gaps in the literature to justify this study. Finally, this study proposes a coherent framework and research hypothesis to answer the research questions.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter describes the methodology used in exploring the relationship between entrepreneurial orientation (EO), technology orientation (TO) and contemporary marketing (CM) on the performance of SMEs with a moderating role of government support policies. The research methodology discusses, among other things, the operationalization and measurement of variables, research design, data collection and the population, sample size and sampling techniques adopted. The chapter also discoursed the collection procedures. Finally, the chapter addresses the validity and reliability standards and describes the data analysis procedures applied in the current study

4.2 Operationalization and Measurement of Variables

Constructs are abstract in nature and do not express any meaning in a study until they are operationally defined (Sekaran & Bougie, 2010). In this study as presented in Figure 3.1, the framework has three independent variables namely entrepreneurial orientation, technology orientation and contemporary marketing which represent a firm valuable, rare, inimitable and non-substitutable (VRIN) resources and capabilities as signified by the RBV theory. The dependent variable is the SMEs performance and the government support policies is the moderating variable.

To improve the reliability of the measurement, all the variables were measured by using a 7-point Likert scale. A scale of 5 and 7 points is confirmed to be more reliable and accurate than the lower or higher scales, or a scale without a midpoint (Krosnick & Morgan, 1997). According to Sauro (2010), 5 and 7 points scales is likely to produce reliable results, and when measuring bipolar constructs, a 7 point scale tends to be more appropriate. A bipolar constructs are those where the attitudes can fall on one side or the other side of the mid-point. The rule of thumb is 5 points for unipolar, for example never to always and 7 points for bipolar for instance, strongly disagree to strongly agree. Krosnick and Morgan (1997) argued that the absence of a mid-point will compel respondents to answer in a particular direction, which leads to increase in measurement error. Measurement error is the differences between the observed values obtained by a measurement and the representative value (Hair et al., 2010). The response options range on a scale of 1 to 7, where 1 = strongly disagree and 7 = strongly agree for all the variables in this study.

4.2.1 Entrepreneurial Orientation (EO)

Entrepreneurial Orientation is about the styles of creative thinking on five dimensions which includes; innovativeness, risk-taking, competitive aggressiveness, autonomy, and pro-activeness. Based on the literature reviewed, EO as a valuable resource in the organisation was found to be one of the most widely used strategic orientation (for example Al-Dhaafri et al., 2016; Gitau, Mukulu, & Kihoro, 2014; Gunawan, Jacob, & Duysters, 2013). Similarly, this study used EO as one of the independent variables to examine the extent to which SMEs are entrepreneurial in terms of the dimensions of EO in Nigeria. Table 4.1 present the items used to measure entrepreneurial orientation on SMEs performance.

Table 4.1

Measurement of Entrepreneurial Orientation

No	Items	Source
1.	Our enterprise promotes creative thinking in searching for new processes, techniques, and/or product idea.	Covin and Wales (2012)
2.	In our enterprise, top management is innovative and take creative decisions to difficult problems.	
3.	In our enterprise, top management believe in developing new product and services.	
4.	Our enterprise think that bold and wide-ranging acts are needed to achieve our goals.	
5.	Our enterprise sometime emphasizes risk-taking instead of being careful	
6.	In our enterprise the term "risk-taking" is considered as a positive attribute	
7.	Our enterprise is intensely competitive.	
8.	Our enterprise takes bold approach when competing.	
9.	Our enterprise typically adopts a very competitive "undo-and out-maneuver the competitors" posture.	
10.	Our enterprise always tries to take the initiative in every situation.	
11.	Our enterprise identifies opportunities in the market and response promptly.	
12.	Our enterprise initiate actions to which another respond.	
13.	In our enterprise, employees are permitted to act and think without interference.	
14.	In our enterprise, employees are given freedom and independence to decide on their own how to go about doing their work.	
15.	In our enterprise, employees are given freedom to communicate without interference	
16.	In our enterprise, employees are given authority and responsibility to act alone if they think it to be in the best interests of the business.	
17.	In our enterprise, employees have access to all vital information.	

4.2.2 Technology Orientation (TO)

Technology Orientation focuses on technology by pursuing the state-of-the-art scheme to improve on the existing products, develop new products, openness to new ideas and prefer such ideas that employ the most advanced technologies. According to Urban and Barreria (2010), technology is a VRIN resource that can regulate and enhance firm performance. TO specifies the ability of a firm in terms of pursuing advances in technology and innovation capability, with a focus on improving existing and developing new products (Halaka & Kohtamaki, 2011; Mu & Di Benedetto, 2011;

Urban & Barreria, 2010). Consequently, this study adopts technology orientation as another independent variable. Table 4.2 present the items used to measure technology orientation on SMEs performance.

Table 4.2

Measurement of Technology Orientation

No	Items	Source
1	Our enterprise is very active in developing new technologies	Halaka and Kohtamala (2011)
2	We intend to develop new technologies in order to respond to the changing expectations of our customers	
3	Our enterprise has built a large and strong network of relationships with suppliers of technological equipment.	
4	Our enterprise allocates resources for research and development in the area of technology.	
5	We have better technological knowledge than our competitors	
6	Our product development programs are more ambitious than our competitors	
7	Our enterprise acquires and uses technologies to position itself ahead of competitors	
8	Our enterprise frequently improves internal processes such as speed, reliability and information management	
9	Our enterprise believe spending on research and development will be a major priority for new products	
10	Our enterprise allocates resources for investments in latest technologies and future forecasted technological changes	

4.2.3 Contemporary Marketing (CM)

Contemporary marketing is the context of the new order of relationship marketing that comprises five categories of transaction marketing (TM), database marketing (DM), E-Marketing (EM), interaction marketing (IM) and network marketing (NM). Previous studies have shown the VRIN nature of marketing in creating the required behaviors to realize competitive advantage for a greater performance and reveals that the firms' resources and capabilities determine the effectiveness of its marketing ability (see Ali et al., 2011; Merrilees et al., 2011; Santos-vijande et al., 2012; Trainor et al., 2013). Therefore, this study also used CM as an independent variable to further validate the

previous findings. Table 4.3 present the items used to measure contemporary marketing on SMEs performance.

Table 4.3

Measurement of Contemporary Marketing

No	Items	Source
1.	Our enterprise purpose is to generate profit or other financial measures.	Brodie et al, (2007).
2.	Our enterprise meets with our customers mainly at a formal business level	
3.	Our enterprise marketing activities are intended to attract new customers	
4.	Our enterprise marketing planning is focused on our product/brand/service offering	
5.	Our marketing resources are invested in the 4 Ps of marketing	
6.	Our marketing activities are intended to create and retain existing customers	
7.	When dealing with our market, our attention is on acquiring customer information	
8.	Our contact with our primary customer is somewhat personalized	
9.	When a customer buys our products, we believe they expect some future personalized contact	
10.	Our marketing resources (e.g. people, time, money) are invested in technology to improve communication with our customers	
11.	Our communication is targeted at specifically identified segments	
12.	Our marketing activities are intended to coordinate activities between ourselves, customers and other parties in our wider marketing system	
13.	Our marketing planning is focused on the network of relationships between individuals and organisations in our wider marketing systems	
14.	When dealing with our market, our focus is on forming a strong relationship with a number of organizations in our market(s) or wider marketing system	
15.	When a customer buys our products, we believe they expect ongoing one-to-one personal contact with people in our organisation and wider marketing system	
16.	Our marketing resources (e.g. people, time, money) are invested in developing our organization's network relationships within our market(s) or wider marketing system	
17.	Our communication is through senior managers networking with other managers from a variety of organizations across the market or wider marketing system	
18	Overall, our general approach to our primary customers involves positioning the firm in a wider organizational system/network	
19	When dealing with our market, our purpose is to create information generating dialogue with many identified buyers	
20	Our enterprise use technology to communicate with and possibly among many individual customers	

21	Our enterprise contact with our primary customers is interactive via technology such as internet
22	The type of relationship with our customers is characterized as technology-based interactivity that is ongoing and real time
23	Our marketing activities is intended to create two-way technology-enable dialogue with our customers
24	Our marketing planning is focused on managing information technology
25	Our marketing communication involves individual at various levels in our organization personally interacting with their individual customers
26	Our enterprise relationship with customers is interpersonal interaction that is ongoing
27	Our enterprise meets with our customers at both a formal business level and informal social level on a one-to-one basis
28	Our marketing activities are intended to develop cooperative relationship with our customers
29	Our marketing resources are invested to establish and build personal relationship with customers

4.2.4 Government Support Policies (GSPs)

The government should endeavor to provide an enabling environment for private sector-led entrepreneurship in the areas of SMEs through access to finance, infrastructural amenities, technological innovations, training and capacity building and R&D among others. The internal and external environment of a firm constitutes its dynamic capabilities which are an extension of the VRIN resource of the RBV theory (Shariff et al., 2010). The study espouses government support as a moderating variable so as to assess the extent to which government can provide the needed enabling environment and supports that can influence SMEs performance and sustainability in Nigeria. The government support was espoused as a moderating variable in line with suggestions by previous studies (Bo & Qiuyan, 2012; Egena et al., 2014; Eze et al., 2016; Shariff et al., 2010). Table 4.4 present the items used to measure government support as moderating variables on SMEs performance.

Table 4.4

Measurement of Government Support

No	Items	Source
1	Government support for the provision of incentives on innovation and R&D among SMEs will encourage our enterprise to enhance its operation	Chea (2009).
2	Government's provision of enabling environment will encourage us to engage in innovative and creative ideas	
3	Government's commitments towards SMEs development encourage our enterprises to explore more risky opportunities.	
4	Government invest heavily in technological R&D and provide incentives for SMEs to be more innovative	
5	Relevant government agencies assist SMEs in maintaining and expanding their businesses through the provision of soft loans training and capacity building	
6	Our enterprise has engaged in government initiative on commercialization of R&D results, upgrade and enhance the application of indigenous technologies through technology business incubation	
7	Our enterprise enhances its operation with adequate infrastructure provide by government to support e-marketing	
8	Our enterprise enjoyed incentives from government in the areas of technology enhancement, provision of stable electricity and up to date ICT training in order to maintain our customer database	
9	Our enterprise collaborates with others (networking) in order to enjoy some incentives from government.	
10	Government support programs to facilitate SMEs growth through low-interest funding improve organizational performance.	
11	Government provide tax incentives (for exporters and promotion of "made in Nigeria" goods.	
12	Provision of adequate infrastructure (power, transportation, technological equipment, ICT) improves SMEs performance	
13	Banning importation (of certain goods) by government can stimulate our enterprise to explore the opportunities in the market	

4.2.5 SMEs Performance (SMEs-PER)

Firm performance is the results of the activities of an organization or investment over a given period of time. SMEs performance is measured in line with an established literature. The classical economic measures of performance are survival, profitability, and growth. This can be measured both in terms of monetary (profit margin, return on investment, return on equity, sales volume etc.) and non-monetary (market share,

product/service life-cycle, customer service level and sales growth (Chatzoglou & Chatzoudes, 2016; Kuzilwa, 2005; Sharma, 2003; Tata & Prasad, 2008). Table 4.5 present the items used to measure SMEs performance.

Table 4.5

Measurement of SMEs Performance

No	Items	Source
1	Our enterprise's return on investment has improved in the last three years.	Suliyonto and Rehab (2012) Spillan and Parnell (2006)
2	Our enterprise's net profit has increased in the last three years.	
3	Our enterprise's market share has improved in the last three years.	
4	Our enterprise's product/service cycle time has increased in the last three years.	
5	Our enterprise's customer services level has improved in the last three years.	
6	Our enterprise's technological utilization has improved in the last three years.	
7	Our enterprise's resource utilization has improved in the last three years.	
8	Our enterprise's sales growth has increased in the last three years.	
9	Our enterprise's sales volume has increased in the last three years.	
10	Our enterprise's image/reputation has increased in the last three years.	

4.3 Research Design

Research design signifies the outline for the collection and analysis of data (Bryman & Bell, 2015; Sekaran & Bougie, 2010). Sekaran and Bougie (2010) describe research design as a way of collecting and analysing data in a quantitative approach to arrive at a solution that uses a survey method. This approach provides the basic direction for carrying out a research, thus, it should provide relevant information on the research questions or hypotheses accurately and objectively (Hair, Money, & Samuel, 2007). This method also enables researchers to measure and control the variables (Hair, Black,

Babin, & Anderson, 2010). Fisher (2010) concurs that quantitative research is used to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena. Hence, the research design met the needs of this study, as the research sought to provide reliable and valid outcomes.

Quantitative study which is also known as positivism refers to a measurement where numbers are used to represent the phenomenon being studied (Hair et al., 2010). This study adopts a survey research design. A survey method can be used when a research is trying to evaluate opinions, thoughts, feelings, and views about a given situation by gathering data from the respondents (Bryman & Bell, 2003). The survey method allows the researcher to gather and analyse data quantitatively, using descriptive and inferential statistics. A possible reason for particular relationships between variables has been suggested and models for these relationships were fashioned out (Saunders, Lewis, & Thornhill, 2009).

Survey method offers an efficient, fast, economical and precise results and assessment about a given population (Zikmund, Babin, Carr, & Griffin, 2013). Therefore, structured questionnaires were used as a tool in conducting the survey. The advantages of using questionnaire are, greater uniformity and being economical and time efficient (Bryman & Bell, 2015; Zikmund et al., 2013). Additionally, survey research using questionnaires compared to observation, secondary data and interview is inexpensive and easy, especially when collecting data from a large sample. Secondary data may be inappropriate for study like this one, because of record-keeping problems associated with the respondents, especially in Nigerian context. Additionally, questionnaire allows

for anonymity of subjects, which give respondents time to read and understand the questions (Hair et al., 2007; Saunders et al., 2009).

The adoption of quantitative method for this study was justified as the study involves collection of data from the SMEs owner-mangers in northeast Nigeria in order to determine the moderating effect of government support on the relationship between EO, TO, CM and performance of SMEs. Additionally, the choice of cross-sectional approach was justified because the scholar studied sample respondents from SMEs at a given point in time and the results were analyzed statically. A sample survey was applied in an attempt to describe the population characteristics as shown in the research questions, objectives and hypotheses.

4.4 Data Collection

This is a means of sourcing data for research that involves a substantial knowledge and expertise. It is made up of both primary and secondary sources, when the research objectives could not be achieved with the secondary data, then a primary source of data is applied (Hair et al., 2007). A survey of firms meeting the criteria of SMEs was utilized to collect the primary data as listed by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN).

SMEs are defined based on the number of employees and total assets in Nigerian Naira (NGN), excluding land and building (see Table 3.2, pg 39). The SMEs from the northeast region of Nigeria which comprises of 6 six states was used. Since the respondents are spread across the 6 states, the researcher went to each of the state's capital and self-administered the questionnaires. This was done in order to have a wider

coverage for the study. The distribution and retrieving back of the questionnaires lasted for four (4) months i.e. December 10, 2016, to April 15, 2017.

The unit of analysis is organizational, and the target respondents are the owner-managers of SMEs. Zahra and Covin (1995) and Antoncic and Hisrich (2004) asserted that in a study related to SMEs, usually, the owner-managers are the target respondents given that they have more knowledge regarding their companies' strategies and the overall business situations. This is in conformity with previous studies on SMEs' performance (see Charles et al., 2012; Fairoz et al., 2010; Hakala & Kohtamaki, 2011; Lechner & Gudmundsson, 2012; Mahmood & Wahid, 2012; Nikoomaram & Ma'atoofi, 2011).

Each of the respondents received a copy of the questionnaire personally (face to face), to ensure the highest possible response rate (Zikmund et al., 2013). A cover letter was attached for a clear explanation of the purpose of the research, assuring the respondent anonymity. The questionnaire used official letterhead from UUM and clearly stated that any information provided will be treated with the strictest confidentiality and be used only for academic purposes.

4.5 Population of the Study

Research population refers to the set of the entire individual units in which the research questions seeks to investigate on (Saunders, 2011; Sekaran & Bougie, 2010). In another definition, research population refers to the entire group of individuals or objects to which researchers are interested in generalising the conclusions and usually has varying characteristics (Bryman & Bell, 2015; Cavana, Dalahaye, & Sekaran, 2001). As pointed

out earlier, this study focuses on SMEs in Nigeria, particularly the northeast. There is a total of 8,662 SMEs in the northeast region of Nigeria which is the target population in this study. Table 4.6 detailed out the business categories of SMEs in the population area.

Table 4.6

SMEs Business Categories

S/N	SMEs Business Categories	Proportion (%)	Total businesses
1	Solid minerals	2	173
2	Agro Based (Agriculture)	8	693
3	Manufacturing	47	4073
4	Service	23	1991
5	Retail	17	1472
6	Wholesale	3	260
	Total	**100**	**8662**

Source: SMEDAN (2013)

4.6 Sample Size and Power Analysis

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Bryman & Bell, 2015; Sekaran & Bougie, 2010). The sample size is an important feature of any empirical study in which the aim is to make inferences about a population from a sample. A sample is a selection of respondents chosen in such a way that they represent the total population as good as possible (Saunders, 2011; Zikmund et al., 2013). In practice, the sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power (Bryman & Bell, 2003, 2015). The sample size should be adequate to the research by being large enough to approximate the characteristics of the population satisfactorily and provide a credible and reliable result (Bryman & Caramer, 1997; Hair et al., 2010; McMillan & Schumacher, 2001). The choice of the sample size is usually governed by the confidence that the researcher needs to have in the data, the

margin of error that the researcher can tolerate, the types of analysis that the researcher is going to undertake, time available, budget, and whether the findings are to be generalized (Hair et al., 2007; McMillan & Schumacher, 2014).

Power analysis which is widely used in the social and behavioural research was applied to determine the minimum sample size for this study. The power of statistics test was considered in order to reduce sampling error (Faul, Erdfelder, Buchner, & Lang, 2009; Maccallum, Browne, & Sugawara, 1996). The power of the statistical test is defined as the probability that null hypothesis (H0 that predicts no significant relationship between variables) will be rejected given that it is, in fact false (Faul et al., 2009; Faul, Erdfelder, Lang, & Buchner, 2007).

Therefore, to determine the minimum sample for this study, a priori power analysis was conducted using a G*Power 3.1 software (Aguinis, Boik, Beaty, & Pierce, 2005; Faul et al., 2009; Maccallum et al., 1996). The study used the established parameters for computing G* Power: "1-β err prob" 0.95, an alpha significance level "α err prob" 0.05, "effect size (f^2)" 0.15 with three main predictor variables of EO, TO, CM and three interaction variables (Aguinis et al., 2005; Faul et al., 2009), based on the computation of the power test, a minimum sample size of 146 would be required to test the models as presented in Figure 4.1.

Analysis:	A priori: Compute required sample size		
Input:	Effect size f^2	=	0.15
	α err prob	=	0.05
	Power (1-β err prob)	=	0.95
	Number of predictors	=	6
Output:	Noncentrality parameter λ	=	21.9000000
	Critical F	=	2.1644088
	Numerator df	=	6
	Denominator df	=	139
	Total sample size	=	146
	Actual power	=	0.9507965

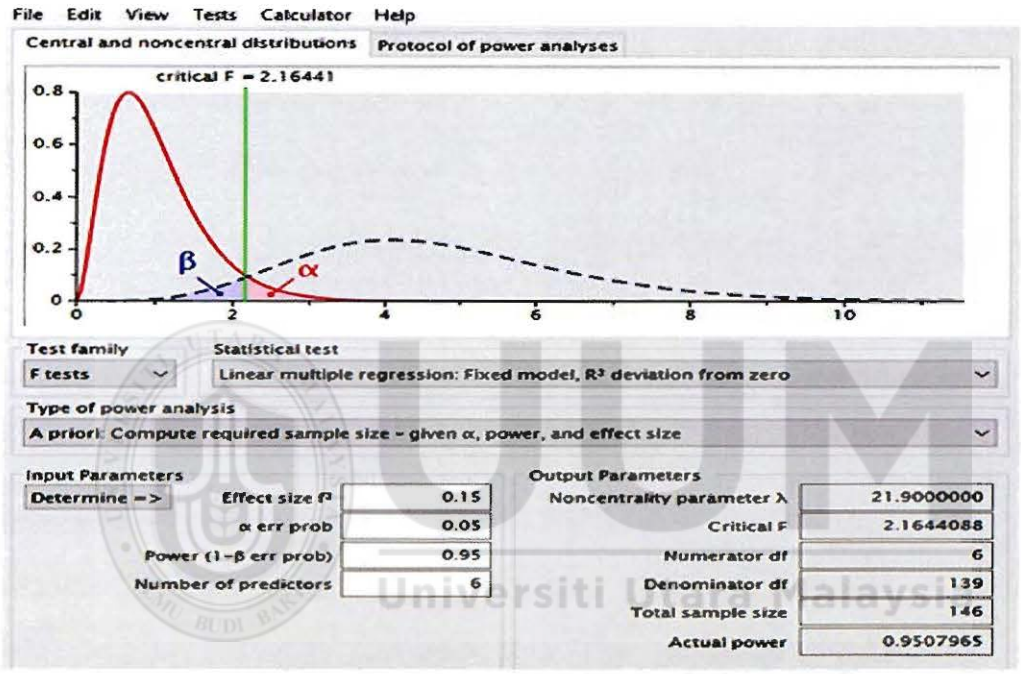

Figure 4.1: G*Power Analysis

Although the power analysis provide a minimum sample size for the study based on the predictors, there is need to establish a sample size that would represent the entire population of the study. The sample of this study is the SMEs in the northeast region of Nigeria. Since it is not feasible to administer the questionnaire to the entire population, it became imperative to take an appropriate sample that will represent the entire population. Hence, Dillman (2007) formula for determining an appropriate sample size was used in calculating the sample size for this study as detailed below:

$$Ns = \frac{(NP)(P)(1-P)}{(NP-1)(B/C)^2 + (P)(1-P)}$$

Where:

NS = the actual sample size

NP = size of the entire population, that is 8,662

P = the population proportion expected to be chosen among categories and is constant 0.5

B = sample error at 5%

C = confidence level also at 0.5 which is 1.95.

Therefore, the sample size for this study is calculated as follows.

$$N = \frac{(8{,}662)\,(0.5)\,(1\text{-}0.5)}{(8662\text{-}1)\,(0.05/1.96)^2 + (0.5)\,(1\text{-}0.5)}$$

$$= \frac{8662 \times 0.5 \times 0.5}{(8661)\,(0.0255)\,(0.0255) + (0.5)\,(0.5)}$$

$$= \frac{2165.5}{8661 \times 0.00065 + 0.25}$$

$$= \frac{2165.5}{5.62965 + 0.25}$$

$$= \frac{2165.5}{5.87965}$$

$$= 368.304 = 368$$

From the Dillman's formula, the required sample size for this study is 368 for a total population of 8,662. This is also above the minimum sample size determined by the power analysis. However, in a survey research, the problem of non-response should be taken into consideration. The non-response rate poses a major threat to the survey quality as this can cause unwanted systematic deviation from the true outcome of a survey (Stoop, 2005; Grove, 2006). Similarly, Te Riele (2002) suggested that non-response rate can lead to statistical bias. In order to mitigate the problem of non-

response rate, researchers can adjust the sample size (Babbie, 2013; 2015). This can be done by increasing the same size by a percentage in order to replace the possibility of a lost questionnaire and uncooperative respondents (Babbie, 2013; 2015: Lynn, 2004; Stoop, 2005). Generally, the non-response rate in Nigerian survey researches ranges between 20 – 30 percent (Mahmoud et al., 2011; Mahmoud et al., 2012; Muktar, 2014). Therefore, this study reasonably picked a mid-point between the ranges i.e. 25%. The actual sample size of 368 was increased by 25%, hence, the actual questionnaire distributed was 460.

4.7 Sampling Technique

Sampling is the use of a subset of the population to represent the whole population or to inform about (social) processes that are meaningful beyond the particular cases, individuals or sites studied. Sekaran and Bougie (2010) acknowledged that sampling design is divided into probability and non-probability sampling. The sample obtained from the population must be representative of the same population. This can be accomplished by using randomized statistical sampling techniques or probability sampling such as cluster sampling and stratified sampling.

The sample in this study was selected by using a stratified random sampling technique where the population embraces a number of distinct categories. The sample was organized by the categories into separate "strata." Each stratum is then sampled as an independent sub-population, out of which individual elements were randomly selected. The technique was chosen to be the appropriate one because the population varies, in this case, the SMEs' industries (Nevilla & Sidney, 2001; Sekaran & Bougie, 2010; Zikmund et al., 2013). This technique aims to improve the representativeness of the

sample by reducing sampling error. As stated earlier, the sample size of 368 was stratified according to the SMEs business categories in line with the procedure of (Nevilla & Sidney, 2001) as expressed by the formula and presented in table 4.7;

$$x = \sum_{n-1}^{\infty} \left(\frac{s}{\sum T - 1} \right)$$

Note on the formula use
X = stratified sample size
N = number of SMEs in each category
S = sample size
T = Total number of targeted SMEs in the population

Table 4.7

Stratified Sample Size for SMEs

S/N	SMEs Business Categories	Total businesses	Stratified sample size
1	Solid minerals	173	9
2	Agro Based (Agriculture)	693	37
3	Manufacturing	4073	216
4	Service	1991	106
5	Retail	1472	78
6	Wholesale	260	14
	Total	**8662**	**460**

Using the list of SMEs in the northeast as obtained from (NBS & SMEDAN, 2013), 460 questionnaires (including 25% for non-response) were administered on the randomly selected target respondents (SMEs owner-managers) in the northeast. This is because the population is divided into different business categories and each stratum was sampled as an independent sub-population. This is expected to reduce sampling error and improve the representativeness of the target population.

4.8 Research Instrument

Measurement is an integral part of any research work as without which no data can be collected (Bryman & Bell, 2015; Cavana et al., 2001). The constructs used in this research instruments were adapted from prior researches and previously tested for reliability. Some of the questions used were slightly modified to make them more relevant to the purpose of this study. A scale validation procedure was performed using factor analysis and coefficient alpha.

A cover letter with a description of the purpose and the importance of the study was attached to the questionnaire. Respondents are assured of their anonymity and freedom to decide whether to participate. A clear instruction was given to the respondents regarding the completion of the specific items throughout the questionnaire. The summary of the measurement used for this study is presented in Table 4.8.

Table 4.8

Measurement of Variables in Summary (Questionnaire)

Part	Section	Variables	Source	Total
1	Demography		Anthony, (2005)	9
2	IV	EO	Covin and Wales (2012)	17
	IV	TO	Aminu (2015), Halaka and Kohtamala (2011)	10
4	IV	CM	Brodie et al, (2007).	29
3	Mod V	GSP	Chea (2009).	13
4	DV	SME-PER	Suliyonto and Rehab (2012) Spillan and Parnell (2006)	10
	Total			**88**

4.9 Pre-test

The objective of conducting pre-test is to validate the items in the questionnaire. The validity of the measuring instrument refers to the extent to which the item is measuring what it is supposed to measure, while the reliability of a measure represents the extent to which a measuring instrument is free from error and thus, consistent and stable across time and also across various items in the scale (Sekaran & Bougie, 2013). Establishing the validity and reliability of the survey instrument is essential before it could be used in the study so as to be free from bias and distortion. The researcher adopted the survey instrument after an in-depth literature review. Validity and reliability are the two frequently encountered concepts in the measurement and evaluation of constructs and are important for defining and measuring bias and distortion (Crocker, Algina, & Smith, 1987; Thanasegaran, 2009).

Validity is defined as the effect of an instrument in measuring the construct, it is designed to measure and determines whether the research truly measures what it was intended to or how trustful the research findings are (Hair et al., 2010; Pallant, 2001; Sekaran & Bougie, 2013). Knight (1997) and Thanasegaran (2009) define validity as the extent to which a particular test can be shown to measure a hypothetical construct. They argue that the concern is ascertaining whether the proxies selected to represent the construct are indeed good proxies. Greener (2008) stressed the importance of face validity, construct validity and internal validity. He argues that construct validity is one of the important aspects of data analysis.

Construct validity is defined as a psychological trait, attribute, or quality, something that cannot be observed directly, but is inferred from psychological theory (Bryman & Bell, 2015; Hair et al., 2011). Cavana et al. (2001) and Pallant (2001) suggests that construct validity involves testing a scale in terms of a theoretically derived hypothesis that concerns the nature of the underlying variable or construct. Hair et al. (2012), Sekaran and Bougie (2010) concur that a test has construct validity if its relationships to other information corresponded well with some theory. Therefore, this study employed construct validity to ensure the validity of the items on the face of it as it measures the intended construct. Construct validity was also used to ensure that the items are actually measuring what the study intends to measure. In other words, it was used to attest whether the results from the adapted items can fit the underline theory around which the test was built.

Reliability, on the other hand, is defined as the level of internal consistency or stability of the measuring device over time (Craig et al., 2002; Knight, 1997; Thanasegaran, 2003; Urban & Barreria, 2010). It is the consistency of an instrument to produce the same results each time it is used. Reliability does not refer to the accuracy of a test in measuring what it purports to measure, but rather to its consistency in yielding similar results each time it is used.

The recommended technique for estimating the reliability of test instrument is provided by the Cronbach's Alpha coefficient (Bryman & Bell, 2003; Craig et al., 2002; Hair Jr et al., 2014). The Alpha values indicate the reliability of the instruments. A high Alpha means that instruments correlate well with the true scores, but a low Alpha indicates that the instruments performed poorly (Nunnally, 1978). Generally, an alpha

coefficient of 0.80 and above is considered good, and Alphas of at least 0.70 are deemed acceptable (Bryman & Bell, 2015; Hair et al., 2012; Hair Jr et al., 2014). However, Hair et al. (2013) suggested that an alpha value of 0.60 to below 0.70 is moderate and still acceptable and reliable.

To reaffirm the aforementioned validity (i.e., construct validity) and reliability of the adapted scales of this study, a pilot study had been carried out prior to the main data collection of the study. A pilot study is a small-scale research project, which collects data from a small group of respondents similar with those to be used in the main study, and the primary purpose is to ascertain the validity and reliability of the adopted measures (Flynn et al., 1990; Zikmund *et al.*, 2013).

A pilot test was conducted in this study, first to test the validity and reliability of the survey instrument. Secondly, to get a glimpse of the real conditions of the assessment, which allows the researcher to anticipate potential problems and adjust when embarking on the actual research. Among the main concerns of the pilot study is the validity and reliability of the instrument. According to Sekaran and Bougie (2010), validity measures the extent to which an instrument is measuring what it should be measuring, while the reliability measures the extent to which an instrument is free from error, consistent and stable across various items of the scale.

4.9.1 Pilot Test Result

The pilot test is regarded as a trial test using data gathered from the small number of respondents to test the appropriateness of the questions and their comprehension (Zikmund et al., 2010). The aim behind the pilot test is to refine the measures prior to its distribution for actual data collection. This enables the rephrasing of ambiguous

questions, gauge time required for questionnaire completion, and measures the reliability and validity (Sekaran & Bougie, 2013). A sample size for pilot test is usually small ranging from thirty to one hundred respondents, though it could be more than that if the study involves several stages (Malhotra & Birks, 2007). Therefore, it is expected that with a valid and reliable instrument, there could be a reduction of measurement error to a large extent. The most common test for internal consistency or reliability is the Cronbach's alpha coefficient (Sekaran & Bougie, 2013). Therefore, this study employed Cronbach's alpha coefficient to measure the internal consistency. The data gathered from the pilot study were analyzed using SPSS 2.0 and details of the study were presented in the subsequent sub-sections.

4.9.2 Validity Results

A sample of the questionnaire was distributed to an expert in the field of management, specifically academicians and SME operators to make useful comments and inputs on the suitability of the items adapted to measure the constructs. The expert consulted comprises two senior lecturers in the School of Business, University Utara Malaysia and one Professor and another two senior lecturers in the Faculty of Management, University of Maiduguri, Nigeria. Equally, the questionnaire was given to some SME owner-managers in Kano, Nigeria for their comments and inputs in respect to the questions. Based on these observations, some of the items in the questionnaire were re-phrased and re-worded correctly to suite the context of the study. This will make the potential respondents to understand the questions easily.

4.9.3 Reliability test

As presented in Table 4.9, the results of the reliability test indicated that all the measure of the study are found to be reliable as the Cronbach's alpha values ranges from 0.77 to 0.96. According to Hair et al. (2014) and Sekaran and Bougie (2013), a Cronbach's alpha coefficient of 0.60 is considered as having an average reliability whereas 0.70 and above indicates a high reliability standard. Hence, all the constructs in this study are reliable and there is no need to remove any item.

Table 4.9

Reliability test (n=40)

Constructs	Cronbach's Alpha	No. of Items
Innovativeness	.906	3
Risk taking	.773	3
Competitive aggressiveness	.892	3
Proactiveness	.886	3
Autonomy	.899	5
Technology orientation	.958	10
Transaction marketing	.920	5
Data base marketing	.919	6
Network marketing	.939	7
E-marketing	.943	6
Interactive marketing	.921	5
Government support	.959	13
Performance	.960	10

4.10 Method of Data Analysis

Method of data analysis is the procedure and statistical tools by which researchers analyse data, test research hypotheses and subsequently refine theories (Sekaran & Bougie, 2013). In this study, descriptive and inferential statistics were employed as a method of data analysis. Descriptive analysis was utilized to provide a description of the phenomenon under study (Sekaran & Bougie, 2013). The Partial Least Squares Structural Equation Modelling (PLS-SEM) approach was also adopted for data

analysis. PLS-SEM is an imperative methodological approach to examine the cause and effect relations between the latent constructs (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014).

The data was sorted out using SPSS V: 22 before the actual analysis. This is termed as data cleaning and transformation; that is editing for missing data and identifying and eliminating any outliers. This is because, if missing data is substantial, it will mutilate the outcome of the analysis. In a case where the missing data is non-random, then the modelling-based approach such as maximum likelihood estimates are used. If the factor loading is 0.7 or more and the missing data is lower than 10%, then the missing data will be ignored, if cases with no missing data are enough for the analysis, then the variables with the substantial missing data will be deleted (Hair et al., 2010; Saunders et al., 2009).

4.10.1 Descriptive Analysis

Descriptive information statistically analyse the frequency of phenomenon occurrence (frequency), the average score, or the central tendency (mean), and the variability extent (standard deviation). The sample characteristics and all the constructs used in the study were exposed to the descriptive analysis. For instance, the relative frequency was used to analyse the demographic variables. This involves looking at the percentages, means, modes, standard deviations, minimum and maximum number of items disclosed under each heading as well as the percentage of SMEs disclosing each of the items. Since the study used interval or ratio data, the mean and standard deviation are the most appropriate descriptive statistical approach (Hair et al., 2010).

The purpose of the descriptive statistics' is to determine the SMEs owner-managers perception on which of the EO, TO, and CM dimensions are acute to their firm's performance. The inferential and parametric statistics were applied to test the hypothesis as well as draw inferences from the sample to the population.

4.10.2 Partial Least Squares Structural Equation Modeling (PLS-SEM)

The PLS-SEM technique was described by Wold (1982) as a second generation structural equation modelling that performs effectively with structural equation models containing latent variables and a series of cause-and-effect relations (Hair, Hult, Ringle, & Sarstedt, 2013; Hair et al., 2014). It is a causal modelling approach aimed at maximizing the explained variance of the dependent latent constructs (Hair, Ringle, & Sarstedt, 2011). Thus, due to its predictive orientation, this approach is an effective and flexible technique used in statistical model development and prediction (Hair et al., 2011; Hair, Sarstedt, Ringle, & Mena, 2012). Therefore, this study used PLS-SEM for several reasons.

PLS-SEM has the ability to work efficiently in a complex model, it has less restrictive assumption about data and can address a broad range of problems (Hair et al., 2013). Its assumptions of soft modelling, that is flexibility in developing and validating complex models provide strength in estimating complex models (Akter, Ambra, & Ray, 2011). This study examines the relationship among several models within the structural model, therefore, PLS-SEM will provide an accurate prediction. The technique is more robust with fewer identification issues, work with the much smaller as well as much larger samples. Another reason is that PLS-SEM does not presume that the data are normally distributed (Hair et al., 2011; Hair et al., 2013); in other words, PLS-SEM views non-normal data just effectively as a normal data. Therefore, this study chose to

use PLS-SEM modelling to steer clear of normality issues that may occur during the data analysis.

In addition, this study examines two measures of distributions namely skewness and kurtosis. PLS-SEM is also effective in assessing moderating effects and as such, the approach is perfectly suitable for this study (Hair, Sarstedt, Pieper, & Ringle, 2012; Hair et al., 2014). The approach exhibits a higher level of statistical power compared to the Sobel test in SPSS. Moreover, according to Tabachnick and Fidell (2007), PLS-SEM is one of the most effective statistical tools widely used in the field of social and behavioural sciences that is capable of the simultaneous examination of multiple relationships.

Based on these arguments, the researcher's choice of SmartPLS path modelling to confirm the measurement and structural models is justified. A measurement model explains the reliability and validity of the constructs while a structural model was used to carry out the bivariate correlation analysis as well as regression analysis simultaneously to clarify relations and their effects among constructs under study. More importantly, PLS algorism and bootstrapping det ermined the moderating effects of government support on the EO, TO and CM relationship on SMEs performance.

4.10.3 Evaluation of PLS Model

Hair et al. (2013) proposed two primary methodological elements in the evaluation of the PLS-SEM models and these are the measurement model and structural model.

4.10.4 Evaluation of Measurement Model

The evaluation of the reflective and formative measurement models are based on their internal consistency, constructs uni-dimensionality, measures convergent validity, and measures discriminant validity for the reflective model as summarised as follows:

a. Construct Validity – where indicator loadings have to be higher than 0.70. It is also referred to as an exploratory factor analysis (EFA).

b. Convergent Validity – where the average variance extracted (AVE) should have a value greater than 0.50.

c. Discriminant Validity – where the AVE of every latent construct should have a value greater than the construct's squared correlation with another latent construct (as proposed by Fornell-Larcker (1981). Moreover, the loading of the indicator has to be greater compared to all of its cross-loadings.

d. Internal Consistency Reliability – Cronbach 's alpha is considered as the lower bound of the internal consistency reliability and composite reliability and is considered as the upper bound of the true reliability, which is unknown. The two measures have to be higher than 0.70.

The formative measurement model, on the other hand, assesses the convergent validity, collinearity as well as the weight and significance relevance as detailed out as follows.

a) Convergent validity ensures that the whole domain of the formative constructs has been covered by the selected indicators.

b) Collinearity assesses the correlations among indicators of the same constructs with a Variance Inflation Factor (VIF), the threshold should not be above 5.

c) Evaluation of statistical significance or weight of significant relevance is to establish the contribution of each indicator to the constructs.

4.10.4.1 Reflective versus Formative

There are two categories of Structural Equation modeling (SEM), these are covariance and component-based with their corresponding assumptions. The main underline criteria for covariance is that the latent constructs must be reflective in nature (Hair et al., 2012a). Conversely, the Partial Least Square (PLS) eliminates these assumptions and recommended that the latent constructs can either be measured as reflective or formative. When assessing how well constructs are measured by their indicators, either separately, or jointly, researchers need to differentiate between reflective and formative measurement perspectives; thus, necessitate a broad discussion on both reflective and formative measures (Hair et al, 2012b).

Constructs are considered as reflective when a change in the latent variables causes changes in its indicator which indicates that a latent construct exist independent of its measures. In other words, changes in the constructs can cause changes in the indicators. Therefore, an item may have a greater level of correlation among other indicators (Hair et al., 2012b). This suggest that adding or subtracting an indicator may not necessarily alter the conceptual domain of the latent construct. Thereby assessing internal consistency and reliability measurement become essential.

On the contrary, a formative construct is a direct opposite of the reflective model, in this case, change in the indicators determine the changes in the outcome of the latent variables (Becker, Klein, & Wetzels, 2012). Typically, in a formative situation, the indicators are predicted as causing changes to the latent constructs rather than the constructs causing changes to the indicators. This suggests that it is a combination of several indicators (dimensions) that form the latent construct (Becker et al., 2012).

Therefore, the disparity in dimensions or items causes concomitant variation in the constructs, hence addition or subtraction of an indicator can affect the conceptual domain of the latent variable. As indicators are not anticipated to correlate with one another, internal consistency is not an essential requirement.

4.10.4.2 Higher- Order Formative Model

Constructs that are conceptualized and operationalized as multidimensional indicators needs a clear specification of the second order. Constructs can be regarded as multidimensional when it comprises some interrelated elements and it is conceptualized as one overall abstraction, which can be hypothesized to be used as a representative of these elements (Diamantopoulous et al., 2008). Ringle, Sarstedt and Straub (2012) affirmed that when a model consist of a multidimensional element, there is a need to evaluate the two levels of analysis, (1) the first-order latent variables and their manifest variables, and (2) to evaluate the relationship of individual dimensions to the second-order latent variable(s) among and the first-order latent variables. For the fact that the first order construct can either be reflective or formative and can also be a formative or reflective indicator of the second order, Ringle et al., (2012) identified four types of multidimensional constructs;

First, in the reflective-reflective type, the lower-order constructs are the reflectively measured constructs that can be distinguished from each other but are correlated. In the formative-formative type, the lower-order constructs are the formatively measured constructs that form a more abstract general concept. While in the formative-reflective type, the higher-order construct is a common concept of several specific formative lower-order constructs. Then the reflective-formative type, where the lower-order constructs are the reflectively measured constructs that do not share a common cause

but rather form a general concept that fully influence the subsequent endogenous variables (Chin, 1998b). An empirical example could be the multidimensional 'STROBE' construct (Strategic Orientation of Business Enterprises) which consists of the reflectively measured first-order constructs such as innovativeness, riskiness, proactiveness, aggressiveness among others.

Additionally, Becker et al. (2012) recognized the existence of a mixed model which combine both the reflective and the formative indicators both in the first-order and second-order. Based on the arguments advanced in the previous literature on the reflective verses formative measures, the model in this study is found to be more suitable to use a mixed model approach. For example, technology orientation, SMEs performance and the moderating variable of government support policy are all measured using the reflective model as items within the constructs are expected to correlate. The two independent variables of entrepreneurial orientation and contemporary marketing were measured as formative constructs as their dimensions are expected not to highly correlate with one another. The choice of mixed model for this study confirmed with Hair et al. 2012 observation that "*formatively measured constructs inappropriately used reflective criteria to evaluate the corresponding measures.* The authors asserted that this mistake has been made consistently over time"

Moreover, Covin and Wales (2012) recommended a Type II second order formative measurements for EO scale (i.e. reflective first order, formative second order). Furthermore, Covin and Miller (2014), affirmed that EO is a second-order construct formed in the aggregate by some combination of dimensions (innovative, proactiveness, competitive aggressiveness autonomy and risk-taking). Each of these dimensions makes a unique contribution to the overall construct and may vary

independently of one another. Based on this, the current study will make use of EO and CM as a second order hierarchical (multidimensional) formative construct consisting of five dimensions each for the two constructs.

Hierarchical constructs or multidimensional construct is often limited to .second order construct concerning more than one dimension and contains two layer constructs and these higher order constructs are easier to grasp and reduces complexity in the model (Becker et al., 2012; Hair et al., 2014). Besides, higher order constructs are appropriate for this study as it gives precise evaluation of the effect of moderation by taking into account the error of measurements and reducing the estimated relationships and improves the theory validation (Ringle et al., 2012). Thus, it ensures robust solutions in evaluating complex relationships among variables (Chin, 1998; Hair et al., 2012).

The present study adapted the 17-item scale proposed by Covin and Wales (2012) consisting the five EO dimensions of innovativeness, risk taking, competitive aggressiveness, autonomy and pro-activeness. Likewise, for CM, the study adapted the measures of Brodie et al. (2007) for the five dimensions of transaction marketing, database marketing e-marketing interaction marketing and network marketing. All the measures were slightly modified to suite the context of the present study. The researcher chooses this measures as the study is more interested in capturing EO and CM as a phenomenon - "what the constructs actually looks like" according to Covin and Wales (2012). As the scales have been used by numerous scholars on EO and CM, the choice will ensure high levels of comparability. Figures 4.2 and 4.3 illustrates structural model conceptualized order of EO (first order reflective; second order formative measurement models). The same procedure was used to assess CM measurements as the constructs

have a similar criterion as EO, having five distinct dimensions that contributes to the main construct in a unique and independent way.

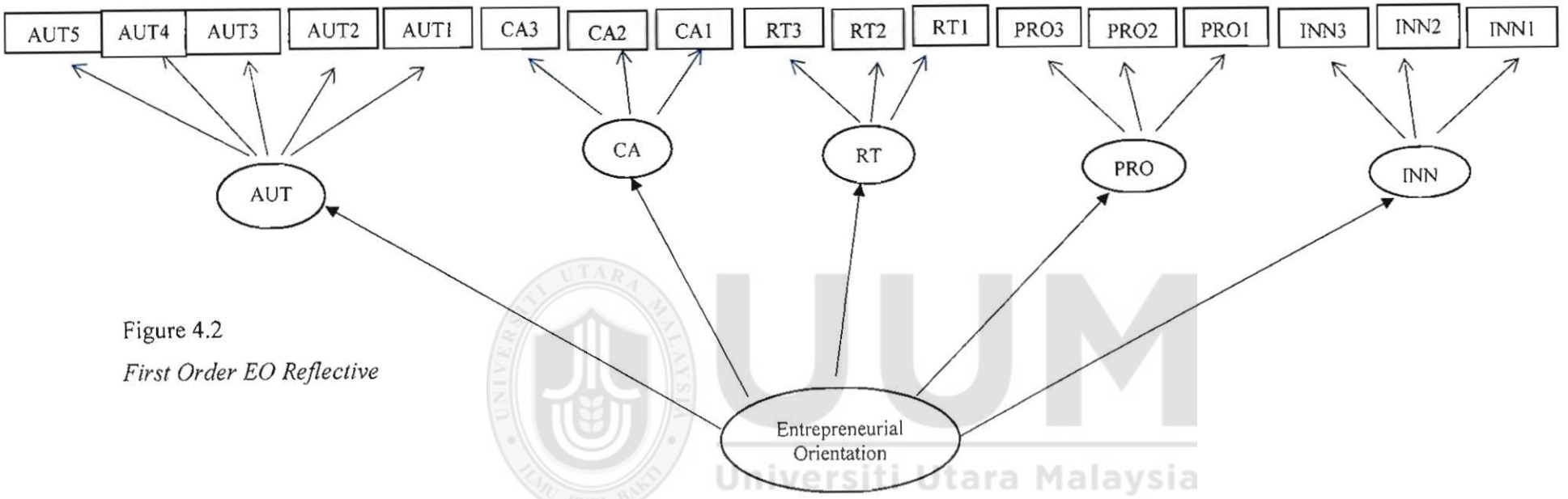

Figure 4.2

First Order EO Reflective

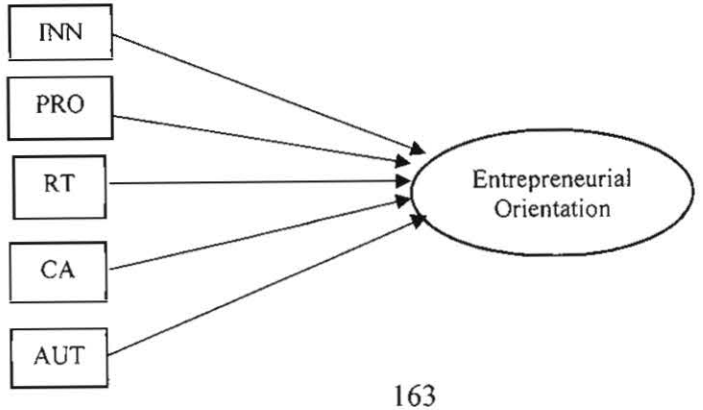

Figure 4.3

Second Order EO Formative

4.10.5 Evaluation of the Structural Model

Referring to Hair Jr et al. (2014) and Henseler et al. (2009), The four primary criteria for evaluating the structural model are: (a) the assessment of R-squared (R^2) value; (b), assessment of the significance of path coefficients applying bootstrapping approach; (c), evaluating the model's predictive relevance (Q^2) and (d), the assessment of the effect size (f^2) for both direct and moderating constructs as detailed below.

a. R- Square (R^2) - The amount of variation in the dependent variable is associated with the variation in the independent variable which is often measured by coefficient of determination (R^2); while the multiple confident of determination (R^2) is a measure of proportion of the amount of variation in the dependent variable that can be explained by a number of independent variables. This shows the strength of the overall relationship. The acceptable criterion for (R^2), is from 0 to 1 (Hair et al., 2010; Hair Jr et al., 2014). A large R^2 shows a good fit or strong relationship and a straight line that works well. R^2 values of 0.75, 0.50 or 0.25 are considered as substantial, moderate and weak respectively in the field of marketing research studies. Even though researchers differ on the acceptable threshold level for assessing R^2 value as this depends on the complexity of the model and area of study, current literature provides some values as a rough rule of thumb (see Hair et al., 2014; Henseler et al., 2009). Hair et al. (2014) suggested a value of 0.10 as a least acceptable level.

b. Effect Size (f^2) –the effect sizes of the specific latent variables impact on the dependent latent variables are obtained with the help of the f^2 analysis. Specifically, f^2 values of 0.02, 0.15 and 0.35 are considered as small, medium and large effect sizes of predictive variables respectively (Hair et al., 2014).

c. Predictive Relevance of the Model (Q^2) - the model quality can be examined through the use of blindfolding procedure in order to obtain Q^2=1-SSE/SSO. A positive Q^2 indicates that the model possesses predictive validity and a negative one indicates the absence of predictive validity (Tenenhaus, Amato, & Esposito Vinzi, 2004).

d. Hypothesis Testing – the path coefficients significance is assessed with the help of the bootstrapping method, where the least number of bootstrap samples is 5000, and it is important that the number of cases equalizes the number of observations in the initial sample. The critical t-values for the two-tailed tests are provided as; 1.65 at 0.10 significance level, 1.96 at 0.05 significance level and 2.58 at 0.01 significance level and for the one-tailed tests 1.30 at 0.10 significance level, 1.65 at 0.05 significance level and 1.96 at 0.01 significance level (Hair et al., 2014).

4.11 Chapter Summary

This chapter explains the relationship between the variables in the theoretical framework and briefly discussed each construct as they relate to the underpinning theory. The research hypotheses were highlighted based on the research questions and objectives and the operationalization of the study variables. The chapter also described the method used in the study.

A quantitative survey method was applied with descriptive and a cross-sectional survey approach. The population of the study was defined where the researcher used all the SMEs operating in the northeast region of Nigeria. The chapter explains the sampling method used in selecting the sample from the population. The Dillman 2007 formula for determining the sample size is used to arrive at a sample number of 368 to represent

the entire population of 8,662 SMEs. A detailed explanation of the measurement and scale were also emphasised in this chapter.

Furthermore, detail explanations of the method of data analysis were discussed. PLS-SEM as a method for data analysis using SPSS and SmartPLS to conduct preliminary data analysis, descriptive statistics, measurement model, and structural model evaluation was highlighted. The areas discussed in the measurement model consist of construct validity, convergent validity, and discriminant validity while the areas touched in the structural model include the hypothesis testing, predictive relevance and effect size. Finally, a pilot test result was presented which confirmed to the validity and reliability of the constructs used in the study.

CHAPTER FIVE

DATA ANALYSIS AND FINDINGS

5.1 Introduction

This chapter presents the empirical analysis of the findings, using the Partial Least Squares Structural Equation modeling (PLS-SEM) package 2.0. Prior to the main analysis, the researcher started by coding and entering the data into an SPSS package and presented preliminary analysis such as data screening and cleaning, checking and treating missing values, assessment of outliers, normality test, multicollinearity test as well as treating the non-response bias and common method bias. The actual results of the study was presented in two sections. First was the assessment of the measurement model to determine the indicators loading, composite reliability, convergent validity, using an Average Variance Extracted (AVE) and discriminant validity (loadings and cross loadings).

Similarly, to measure the formative construct, the researcher carried out collinearity test and significant level, outer weights, outer loadings, t-statistics, VIF and tolerance levels as well as the structural model which consist the path coefficient (t-statistics), assessment of R-squared (R^2) values, effect size (f^2), and predictive relevance (Q^2). Lastly, the results of the complementary PLS-SEM analysis, which examines the moderating effects of the government support policy on the structural model, were presented.

5.2 Response Rate

For the purpose of this study, a total of 460 questionnaires were disseminated to the owner-managers of SMEs in the Northeast region of Nigeria. This figure consist of 368 actual sample size (Dillman, 2007) and additional 25% for non-response problems and sampling error (Babbie, 2015; Lynn, 2004; Stoop, 2005; Mahmoud et al., 2011; Mahmoud et al., 2012; Muktar, 2014). In order to achieve high response rates, the researcher administered the questionnaires personally covering the six states of the region. Similarly, to attain the desired response rate, several phone calls were made and text messages were sent to the respondents who are yet to return their questionnaires after 3 weeks as a reminder by the researcher (Sekaran & Bougie, 2013). Despite the security challenges in the region, these efforts have yielded positive outcome as 256 questionnaires which represent 56% were returned out of the 460 questionnaires that were personally distributed to the target respondents (SME owner-managers) in the northeast region of Nigeria. However, out of the 256 questionnaires returned, 11 questionnaires which represent 2% were unusable due to incorrect filling by the respondents, hence rejected for further analysis (Hair et al., 2010). The valid usable questionnaires were 245 which represents 53%, and these questionnaires were used for further analysis.

Table 5.1

Questionnaire Distribution and Response Rate

	Frequency	**Percentage**
Distributed Questionnaires	460	100
Returned Questionnaires	256	56
Returned and Usable	245	53
Questionnaires not Returned	204	44
Rejected Questionnaires	11	2

The response rate for the present study is just 56% and this could be attributed to the Boko Haram insurgency across the northeast region of Nigeria. This is as a result of series of attacks launched by the terrorist group on government properties, business establishments, markets and motor parks among others (Ibrahim & Keat, 2016). However, Mellahi and Harris (2016) suggested that a response rate of 50% is considered adequate for the data analysis and reporting in the social sciences research. Similarly, using the G-power statistical analysis that determines a sample size based on the number of predictors and research model, this sample is considered adequate as it exceeds the minimum sample of 146 determined by G-power (see figure 4.2 in the previous chapter).

After determining the response rate of the study, it is important to examine the impact of the non-response bias. Non-response bias is a very critical element in survey research so as to understand when and to what extent it occurs.

5.3 Non-Response Bias

To produce accurate output, researchers examined the impact of the non-response bias on the quality of the result of a survey research as it can significantly affect the ability to generalize the research findings (Groves, 2006; Groves et al., 2015). According to Phillips, Reddy and Durning (2015), non-response bias arises when the opinions of the people who responded to a survey differ from those who did not respond and that the results do not accurately represent the entire group of the potential respondents.

Although the previous literature claimed that a disparity in the non-response rate may not necessarily improve a survey outcome, it is important to understand the potential

effect of non-response bias on the quality of research findings as this can significantly influence the ability to generalise the results (Collier & Bienstock, 2007). Similarly, Groves (2006) submitted that the early and late respondents can be grouped and compared to analyze the non-response bias. Furthermore, to minimize the issue of non-response bias, a minimum response rate of 50% should be achieved.

In view with the recommendation of Vink and Boomsma (2008), the data for this study was divided into two groups of early and late responses based on the time the questionnaires have been returned to the researcher. The first group considered as an early response are those that responded between 2nd January 2017 and 20th February 2017. While the second group, that is from 21st February to 10th April 2017 are termed as the late response group. Accordingly, this proved that there is no elements of non-response bias as the huge majority of the usable returned questionnaires belong to the early response group (216 responses), whereas the remaining 24 belong to the late response group.

Table 5.2 presents the results of the independent-samples t-test which revealed that the equal variance significance values for all the constructs were greater than the 0.05 significance level of the Levene's test for equality of variances as recommended by Pallant (2010). This suggests that there are no elements of non-response in the data, therefore, the responses represent all other elements of the study population, and consequently the results of this study can be generalized to the population of this study. Equally, as the response rate is over 50%, the issue of non-response bias was not a major concern in this study (Cain et al., 2016).

Table 5.2

Test of Non-Response Bias: Independent-Samples T-Test (240)

				Levene's Test for Equality of Variances	
Group		**N**	**Mean**	**F**	**Sig**
Innovativeness	Early	216	5.14	0.49	.48
	Late	24	5.38		
Risk Taking	Early	216	5.23	0.11	.74
	Late	24	5.36		
Competitive Aggressiveness	Early	216	5.20	0.99	.32
	Late	24	5.42		
Proactiveness	Early	216	5.19	0.06	.80
	Late	24	5.25		
Autonomy	Early	216	5.17	0.06	.80
	Late	24	5.42		
Technology Orientation	Early	216	4.94	1.28	.25
	Late	24	5.16		
Transaction Marketing	Early	216	5.31	4.32	.13
	Late	24	5.64		
Database Marketing	Early	216	5.28	4.55	.24
	Late	24	5.53		
Network Marketing	Early	216	5.17	6.94	.09
	Late	24	5.45		
E-Marketing	Early	216	5.19	5.75	.17
	Late	24	5.51		
Interactive Marketing	Early	216	5.33	3.00	.08
	Late	24	5.57		
Govt Support Policy	Early	216	5.35	2.07	.15
	Late	24	5.69		
Performance	Early	216	4.63	4.17	.42
	Late	24	4.93		

5.4 Common Method Bias

The number of researches from the previous literature asserted that common method bias or common method variance CMV represents an extensive and prevalent threat to the accuracy of the research findings. This is more pronouns when the self-report questionnaires were employed to collect data from the same respondents at the same time (Conway & Lance, 2010; Mackenzie & Podsakoff, 2012; Malhotra, Schaller, &

Patil, 2016). CMV refers to the shared variance among the measured constructs that arises when they are assessed using a common method (Siemsen, Roth, & Oliveira, 2010). According to Tsai and Bagozzi (2014), CMV occurs in almost all the research contexts but particularly a problem in the cross-sectional designs and for measures that are based solely on perception responses or self-reported behavioral measure. This concern is robust when both the dependent and focal explanatory variables are the perceptual measures derived from the same respondents (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003a).

CMV is a Variance that is attributable to the measurement method rather than to the constructs, the measures represent and it deals with a variety of measurement method that includes self-reporting such as performance measurement (Chang, Van Witteloostuijn, Eden, & Eden, 2010; Spector, 2006; Spector, Rosen, Richardson, Williams, & Johnson, 2017). Equally, CMV appears to be a potential problem of behavioral research because it is a primary source of measurement error which threatens the validity of conclusions in the relationship measures of two or more constructs. This kind of error comprise random and systematic measures and both are potential problem in research, however, systematic is more blatant as it provides a spurious explanation for the relationships between measures of different constructs (Cain et al., 2016; Yuksel, 2017).

Before the actual analysis was carried out, the present study computed the statistical remedies to control the method bias of the data. This was carried out by employing one of the most widely used statistical procedure in the literature, which is the Harman's single-factor to examine the structure of the self-report items used to measure the

constructs of the study to address the potential problem of CMV (Podsakoff, MacKenzie, & Podsakoff, 2011; Viswanathan & Kayande, 2012; Zacher, 2014). The Herman's method indicates that if the factor analysis provides only one single factor, or when a single factor represents the greatest part of the covariance among the measures, there are elements of existence of method bias (Schwarz et al., 2017; Williams & McGonagle, 2016).

In an attempt to reduce evaluation apprehension, procedural remedies were carried out at the designing and administering stages of the questionnaire (Chang et al., 2010; Mackenzie & Podsakoff, 2012). The respondents were first informed that there is no preferred or correct answers, all that is needed of them is to be objective and candid in responding to the questionnaire and assured the confidentiality regarding their participation throughout the research process. Secondly, to eliminate common method bias in the study, improved scale items was applied. This was attained by evading inexplicit concepts in the survey items and detailed explanation was provided.

Based on the previous arguments, this study was factor analyzed using un-rotated factor solution. The outcome generated 8 factors explaining 77% of the cumulative variance. The first largest factor explained only 22% of the total variance, the value of which cannot be considered as significant as it is not above 50% of the covariance (Podsakoff et al., 2011). In line with the above findings, therefore, it is concluded that the present data is free from common bias and is unlikely to inflate the relationships between variables measured in the present study, as suggested by (Podsakoff et al., 2003).

5.5 Data Cleaning and Preliminary Analysis

Data cleaning and screening is a very vital aspect in any multivariate analysis. This helps researchers to identify any possible defilements of fundamental assumptions concerning the application of multivariate methods of data analysis (Hair et al., 2010; Pallant, 2001). It also assists researchers in understanding the data collected for further analysis. Before commencing the actual data screening, the 245 valid/usable questionnaires were coded and entered into a SPSS package 22 variable view page. The SPSS statistical tool provides researchers with a number of benefits such as the screening of data for frequencies and errors, checking labels and missing data. Furthermore, it is easy to use SPSS to build composite scores from z-scores, correlations and regression model (Paura & Arhipova, 2012).

All the item in the questionnaire was coded based on its core variable identification and its sequential position in relation to other items under the same latent construct. For example, three questions measuring innovativeness were coded as INNO1, INNO2, and INNO3. Therefore, the same procedure was applied to all other independent variables in the study. Likewise, for the dependent variable, that is SMEs performance, the same process was applied, and thus ten items replicating this construct were coded as PER1, PER2, PER3 and PER4 up to PER10. The same procedure applies to the moderating variable of the government support policies, where all the thirteen questions were coded as GSP1, GSP2 GSP3 to the end.

Subsequently, upon coding and entering all the data, the next line of action was to screen the data (Hair Jr et al., 2014). The data screening was performed in order to identify the missing values and outliers.

5.5.1 Assessment of Missing Value

In social science research, missing data are common phenomena. This is mainly because projects in this field mostly obtain data using survey method. Missing data occurs when respondents failed to complete the questionnaire accurately (Hair Jr al., 2014). The original dataset of the SPSS variable view-page contains 19,355 data points and out of this, it was revealed that 30 data points representing 0.15% were randomly missing in the dataset. As presented in Table 5.3, innovativeness was found to be having 4 missing values, risk-taking has 3, proactiveness 2, autonomy 5, technology orientation 1, data-based marketing 3, government support policies 4 and SMEs performance 8. Hair Jr et al. (2014) asserted that missing values should be replaced using the series mean method in a case where the missing values is less than 5% per predictor, if the missing value exceeds 15%, the corresponding observation should be eliminated from the dataset. Therefore, in this study, the missing value analysis revealed that none of the indicators had up to 5% of missing values; hence, the missing values were replaced through SPSS 22 using the series mean replacement method.

Table 5.3

Assessment of Missing value (Total and Percentage)

Latent Variable	Number of Missing Value
Innovativeness	4
Risk-Taking	3
Proactiveness	2
Autonomy	5
Technology Orientation	1
Database Marketing	3
Government Support	4
SMEs Performance	8
Total	30 out of 19,355 datasets
Percentage of missing value	0.15%

Note: The percentage of missing values was calculated by dividing the total number of randomly missing values for the entire dataset by total number of data points multiplied by 100.

5.5.2 Assessment of Outliers

Outliers can be described as an extreme response to a specific question or an extreme response to the entire questions that appear to be inconsistent with the remaining data. The first approach is to identify any outlier from the dataset and if the number of identified outliers are insignificant, the most widely used approach is to eliminate them from the dataset (Hair Jr et al., 2014). An outlier observation may be as a result of gross deviance from other observations' directions hence it should be discarded. As pointed out by (Verardi & Croux, 2005), outliers in a dataset can sturdily affect the evaluation of the coefficients and consequently leads to a misleading outcome.

At the first stage, to ascertain any observation which appears to be outside the scale point or range, a frequency distribution table was tabulated for the entire variables in this study using the minimum and maximum statistics. In view of this, none of the observations from the dataset was found to be outside the range or scale point.

Outliers can be detected on both univariate and multivariate (Gupta, Gao, & Aggarwal, 2013). As recommended by Tabachnick and Fidell (2008), any observation with a consistent value of $\pm$ 3.29 ($p<0.001$) should be considered as an outlier and hence be deleted. Likewise, Hair et al, (2010) asserted that to detect univariate outliers of matric variables, any observation with a standard score of 2.5 to 4, depending on the size of the sample is considered to be an outlier. Similarly, multivariate outliers can be detected by applying Mahalanobis distance (D^2), which represents the distance of an observation from the point created at the intersection of the mean of the whole variables of the observations (Tabachnick & Fidell, 2008). Hair et al, (2010) suggested that a threshold

level for the Mahalanobis distance (D^2) should be 0.001 and recommended that the multivariate method of detecting outliers as the most suitable for multivariate analysis. Based on these arguments, this study employed both the univariate and multivariate approaches to check for any outliers.

The univariate outliers for this study were evaluated using z-score, consequently, five cases (6, 20, 63, 83 and 90) were found as outliers, thus they were deleted from the dataset and the remaining 240 items were considered for the multivariate outliers' assessment. The multivariate outliers were checked as suggested by (Hair et al., 2010) using a chi-square table. Therefore, 1 was subtracted from the variables, thus, 79 – 1 gave us 78. The researcher then checked 78 under 5% in the chi-square table which is equal to 99.62. According to the Mahalanobis' distance (D^2) approach, none of the cases in the dataset has a value up to 99.62, hence, there is no issue of multivariate outliers. Consequently, the final dataset for this study was 240 items which proceed for further analysis.

After checking and substituting the missing values as well as identifying and treating outliers, other preliminary analyses performed in this study include normality test, multicollinearity test, non-response bias and common method bias as suggested by Hair Jr et al. (2014), Hair et al. (2010) and Tabachnick and Fidell (2008).

5.5.3 Normality Test

One of the most significant aspects of data distribution is the normality test for data distribution (Hair Jr et al., 2014). PLS-SEM mostly make no assumption about data distribution, however, it is worthy to consider the distribution when dealing with PLS-

SEM (Hair et al., 2011; Hair Jr et al., 2014; Sarstedt et al., 2016). According to Hair Jr et al. (2014), in assessing the normality of a data, scholars can revert to statistical test such as the Kolmogorove-Smirnov test and Shapiro-Wilk test. Furthermore, to assess the extent to which data deviate from normality, two measures of distribution can be examined. These components of normality are regarded as skewness and kurtosis (Hair et al., 2010; Lowry & Gaskin, 2014; Sarstedt et al., 2016).

Skewness evaluates the extent to which a variable distribution is symmetrical, a distribution is considered as skewed in a situation where the responses for a variable stretches towards the right or left tail of the distribution. Kurtosis, on the other hand, measures the peakedness and flatness of the data distribution, a very narrow distribution with most of the responses in the center. When both skewness and kurtosis are close to zero, though is very unlikely, the shape of responses are considered a normal distribution (Hair Jr et al., 2014). A highly skewed or kurtotic data and lack of normality in variable distribution can inflate the bootstrapped standard error estimates as well as distort the result of the multivariate analysis, which, in turn, underestimate the statistical significance of the path coefficients (Dijkstra, 2014; Dijkstra & Henseler, 2015; Sarstedt, Ringle, & Hair, 2014).

The variable distribution is said to be normal when the skewness statistics value is less than 2 (<2) and the kurtosis value is less than 7 (<7). Therefore, based on the arguments from the previous literature and the result generated as presented in Table 5.4, both the Skewness and Kurtosis of the metric variables for the current study were below the critical value, hence, indicates that normality assumptions were not violated.

Table 5.4

Normality Test: Skewness and Kurtosis Statistics (n=240)

Constructs	Min Sta	Max Sta	Mean Sta	Std. Dev Sta	Skewness Sta	Skewness Std. Err	Kurtosis Sta	Kurtosis Std. Err
INNO	1.67	7	5.17	1.23	-0.96	0.16	0.36	0.31
RT	2.33	7	5.24	1.12	-0.90	0.16	0.29	0.31
CA	2.00	7	5.23	1.17	-0.90	0.16	0.33	0.31
PRA	1.33	7	5.19	1.23	-1.02	0.16	0.62	0.31
AUT	1.81	7	5.19	1.19	-0.96	0.16	0.43	0.31
TO	2.02	7	4.96	1.30	-0.63	0.16	-0.68	0.31
TM	2.02	7	5.34	1.02	-0.93	0.16	1.21	0.31
DM	2.33	7	5.30	1.03	-1.01	0.16	0.78	0.31
NM	2.29	7	5.20	1.05	-0.85	0.16	0.72	0.31
EM	2.17	7	5.23	1.06	-0.82	0.16	0.69	0.31
IM	2.06	7	5.35	1.03	-1.04	0.16	1.19	0.31
GSP	2.08	7	5.39	1.10	-1.25	0.16	0.83	0.31
PER	2.13	7	4.66	1.28	-0.43	0.16	-1.04	0.31

5.5.4 Multicollinearity Test

Collinearity amongst indicators would present significant problems, this is because the weights connecting the indicators with the constructs can become redundant and insignificant (Hair et al., 2011). Collinearity arises when two indicators are highly correlated, and when more than two cases are identified, it is described as a multicollinearity issue (Hair Jr et al., 2013; Pallant, 2001). Multicollinearity which is also known as the Variance Inflation Factor (VIF) is concerned with the relationship between exogenous latent constructs. The VIF or the reciprocal of tolerance measures whether collinearity exist between variables (Hair Jr et al., 2014).

The existence of multicollinearity amidst the exogenous latent constructs can expressively distort the assessments of regression coefficients and their statistical significance tests (Hair et al., 2010; Sarstedt et al., 2014; Sarstedt, Wilczynski, & Melewar, 2013). Predominantly, multicollinearity increases the standard errors of the coefficients, subsequently statistically affecting the quality of the estimation of the

coefficients (Tabachnick & Fidell, 2007). To assess the level of correlation among the independent variables of this study, the correlation matrix was conducted to evaluate whether high collinearity exists between the latent variables. Table 5.5 presents the correlations between the variables and the results indicated the nonexistence of multicollinearity which shows that the correlation between the exogenous latent variables was adequately below the recommended threshold value of 0.90 and above (Hair Jr et al., 2014; Sarstedt et al., et al., 2014).

Table 5.5

Multicollinearity Test: Correlation Matrix (n=240)

Constructs	1	2	3	4	5	6	7	8	9	10	11	12
INNO	1											
RT	.82**	1										
CA	.84**	.86**	1									
PRA	.85**	.83**	.84**	1								
AUT	.86**	.88**	.87**	.88**	1							
TO	.79**	.78**	.77**	.82**	.81**	1						
TM	.76**	.71**	.79**	.80**	.79**	.75**	1					
DM	.74**	.71**	.79**	.78**	.77**	.73**	.85**	1				
NM	.77**	.76**	.82**	.80**	.82**	.76**	.79**	.89**	1			
EM	.77**	.75**	.83**	.79**	.81**	.75**	.89**	.85**	.89**	1		
IM	.79**	.75**	.84**	.82**	.81**	.76**	.86**	.82**	.88**	.88**	1	
GSP	.77**	.77**	.81**	.83**	.84**	.80**	.79**	.80**	.81**	.81**	.83**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Similarly, the alternative process for detecting multicollinearity problem as proposed by the previous literature is to evaluate the variance inflation factor (VIF) and the corresponding tolerance value (Peng & Lai, 2012; Sarstedt et al., 2014). Hair Jr et al. (2014) asserted that a tolerance value of 0.20 or lower and a VIF value of more than 5 indicate a potential collinearity problem. Table 5.6 shows the VIF values and tolerance values for the exogenous latent constructs of the present study.

Table 5.6

Multicollinearity Test: Tolerance and VIF (n=240)

Constructs	Tolerance	VIF
CM	0.23	4.50
EO	0.22	4.52
PER	0.67	1.49
GSP	0.24	4.66
TO	0.25	3.97

Note: CM=Contemporary Marketing, EO=Entrepreneurial Orientation, PER=Performance, GSP=Government Support Policies, TO=Technology orientation

This results evidently indicates the absence of multicollinearity among the variables as the tolerance levels of all the independent variables are higher than 0.20 and the VIF values are below 5 for all the variables. Conclusively, the correlation matrix, as well as collinearity statistics for both tolerance and VIF respectively proved that the exogenous latent variables of this study are free from any multicollinearity problem considerably.

5.6 Demographic Characteristics of Respondents

Frequency distribution and percentage of the demographic characteristics of respondents are presented in this section. Respondents were particularly requested to answer a number of questions pertaining to their firms, these include their educational level, position in the organization, the location of the business, business sector, age of the firm, number of employees and estimated total assets. The respondents were also asked to indicate their position on whether the government has a clear vision, strategies, and policies to promote SMEs and whether promoting SMEs is a priority to the government of Nigeria.

Table 5.7

Summary of Respondents' Demographic Characteristics

Variables	Characteristics	No of Respondents	Percentage (%)
Level of Education	SSCE	18	7.5
	Diploma	79	32.9
	Bsc/HND	84	35.0
	Master Degree	51	21.3
	PhD	8	3.3
Job Position	Owner	28	11.7
	Owner-manager	212	88.3
Bus Location	Adamawa	42	17.5
	Bauch	40	16.7
	Borno	63	26.3
	Gombe	33	13.8
	Taraba	29	12.1
	Yobe	32	13.3
Bus Sector	Agro-based	41	17.1
	Manufacturing	52	21.7
	Retail	39	16.3
	Services	47	19.6
	Solid Minerals	7	2.9
	Wholesale	28	11.7
	Others	26	10.8
Bus Age	3-5years	55	22.9
	6-10years	92	38.3
	Over 10years	93	38.8
Bus Asset	5m-10m	66	27.5
	11m-20m	50	20.8
	21m-30m	52	21.7
	31m-40m	19	7.9
	41m-50m	32	13.3
	51m and above	21	8.8
No of Employees	11-20	121	50.4
	21-49	61	25.4
	50-100	55	22.9
	101.199	3	1.3
Respondents were asked whether they believe in govt. policies on SMEs	Yes	217	90.4
	No	23	9.6
Respondents were asked whether promoting SMEs is a priority to the current government	Yes	218	90.8
	No	22	9.2

Table 5.7 presents the statistical analysis of the demographic feature. As can be seen in the table, the majority of the respondents who took part in this survey have either Bachelor's Degree (Bsc) or Higher National Diploma (HND). This constitutes 84 respondents which are equivalent to 35% of the total respondents, followed by diploma holders with 79 respondents constituting 33%, participants with master degree are 51 that is 21%, SSCE 18 accounting for 8% while 8 respondents are Ph.D. holders with 3%. This result indicates that the huge number of the respondents have a first degree and above, this is due to the fact that the SMEs studied for this exercise are formal enterprises that are privately managed by their owners (Idar & Mahmood, 2011), and as such are expected to have some higher educational qualifications.

The next category deals with the respondents' designation in their respective organizations. As shown in Table 5.7, a total of 212 respondents, representing 88% are owner-managers while 28 respondents signifying only 12% of the usable responses are owners of the firms. Based on the above, it would be concluded that most of the respondents in this sample are owner-managers who are owners of the business and at the same time manages its affairs. This was confirmed with NBS and SMEDAN (2013) collaborative study which asserted that majority of SMEs in Nigeria are usually managed by the owners of the business, hence, they are termed as owner-managers.

In respect to the location of the business, 63 SMEs representing 26.3% are located in Borno, 42 which accounts for 17.5% are located in Adamawa, 40, constituting 16.7 are found in Bauchi, 33 with 13.8% are in Gombe, 32 representing 13.3% are in Yobe and lastly 29 SMEs signifying 12.1% are located in Taraba states. Borno state has the highest number of the sample due to the fact that the state was the headquarters of the

then northeast region before it was alienated into three states of Adamawa, Bauchi, and Borno in 1976 and further divided into the present six in 1992.

The next demographic characteristic is concerned with the business sector or industry type to which each participating SMEs belonged to. As revealed in Table 5.7, participants from the manufacturing industry are slightly higher with 52 respondents, which is equal to 21.7% of the usable sample, then followed by services with 47 respondents representing 19.6%, while 41 respondents which are equivalent to 17.1% are from agro-based industry, 39 firms are under retail business and that represent 16.3%, and 28 that is 11.7% are wholesale. Solid minerals is having 7 SMEs with 2.9%. Whereas others which are not specified in the items recorded 26 SMEs representing 10.8% of the respondents. In accordance with the previous studies conducted on SMEs in emerging economy (see Idar & Mahmood, 2011), the manufacturing sector was usually found with high number of SMEs, this also go in line with the present study.

Regarding the number of years, the businesses are in existence, the results indicated that majority of SMEs that took part in this survey have existed for over 6 years. Precisely, 92 SMEs, representing 38.3% and 93 SMEs representing 38.8% were in operation for 6 to 10 years and 10 years and above respectively. The remaining 55 SMEs which accounts for 22.9% were in assistance for 3 to 5 years at the time of gathering this data. Furthermore all the 240 respondents provided answers to the question on the estimated asset based on their respective SMEs.

The enquiry revealed that 66 SMEs signifying 27.5% have a total asset between 5 to 10million NGN, 50 SMEs which is equal to 20.8% have between 11 to 20 million Naira, 52 which represent 21.7 have between 21 to 30 million Naira, 19 with 7.9% have between 31 to 40 million Naira, while 32 SMEs that present 13.3% have between 41 to 50 million Naira and 21 which accounted for only 8.8% have N51 million Naira and above. Similarly, earlier on in the literature review, it was highlighted that any firm with 5 to 50 million and from 50 to 500 million capital based are considered as small and medium enterprise respectively (NBS & SMEDAN, 2013). Based on this result about 76% of SMEs are considered small while 24% are medium.

Another criterion to describe SMEs in Nigeria is the number of employees, and as such the number of employees represents the SMEs size in this study. As presented in the frequency Table, 121 SMEs have 11 to 20 employees, this represent 50.4% while 61 SMEs that signifies 25.4% have employees ranging from 21 to 49. Similarly, 55 SMEs that account for 22.9% have 50 to 100 employees and only 3 SMEs have 101 to 199 employees. This analysis revealed that majority of SMEs operating in Nigeria are small enterprise with an average of 75.8%, and only 24.2% are medium size enterprise.

Additionally, respondents were asked to indicate their views on governments' policies and strategies to improve SMEs performance. In responding to this question almost all respondents, which is 90.4% believed that the Nigeria government has a clear vision, strategies, and policies to improve the SMEs development. Also on whether SMEs development is a priority to the Nigerian government, most of the respondents, 90.8% affirmed that SMEs are actually a priority to the present national government of Nigeria. This is as a result of the dwindling oil price in the global market as the Nigerian

government solely depended on oil revenue while neglecting other sectors of the economy for over four decades (Osinbajo, 2015; Wakili, 2016). After analyzing the demographic characteristics of the data, it is significant to evaluate the mean and standard deviation of the constructs used in the study.

5.7 Descriptive Analysis of the Latent Constructs

The mean and standard deviation of the latent constructs were calculated to determine the descriptive features of the variables in this study. The mean was computed by dividing the sum of the observed outcomes with the total number of events and the standard deviation is the measure used in quantifying the amount of variation or disparity of set of the data value. Furthermore, all items in this study were measured using a 7-point Likert-type scale and as such, both the mean and standard deviation of these constructs were computed based on the same 7point Likert-type scale as discussed in the methodology. Table 5.8 presents the analysis of the mean and standard deviation of the present study.

Table 5.8

Descriptive Statistics of Constructs: Mean and Standard Deviation (n=240)

Constructs	Mean	Std. Deviation
Innovativeness	5.17	1.23
Risk-Taking	5.24	1.12
Competitive-Aggressiveness	5.23	1.17
Proactiveness	5.19	1.23
Autonomy	5.19	1.19
Technology Orientation	4.96	1.30
Transaction Marketing	5.34	1.02
Database Marketing	5.30	1.03
Network Marketing	5.20	1.05
E-Marketing	5.23	1.06
Interactive Marketing	5.35	1.03
Govt Support Policy	5.39	1.10
Performance	4.66	1.28

5.8 Assessment of PLS-SEM Path Modeling.

The PLS-SEM path models are illustrations used to envisage variables and their hypothesized relationships which are examined when structural equation modeling (SEM) is adopted for data analysis (Hair Jr et al., 2013; Hair Jr et al., 2014). An oval shape represents the constructs, whereas the indicators or items which directly measure the alternative variables are represented as rectangles in the path models (Hair Jr et al., 2014). Hair et al (2014) further asserted that arrows signify the relationships between the latent variables and among the constructs and their indicators. In PLS-SEM, these arrows are usually single-headed and as a result indicating directional relationships.

There are two elements in the PLS-SEM path modeling and these are the measurement model and structural model (Hair Jr et al., 2013). The measurement model or outer model refers to the component of the path model that contains indicators and their relationship with the latent variables and it examine the linkage between indicators and constructs while the structural model is described as the inner model. This study applied two procedures of measurement models, these are reflective and formative. A reflective model focuses on maximizing the overlap between interchangeable indicators. This implies that the latent variable causes the measurement of the items or indicators and the direction of the arrows are usually pointing from the latent variable to the assigned indicators. The relationship between indicator and construct is described as loading (Barroso & Picón, 2012; Chang, Eun, & Chaiy, 2010).

The Formative model, on the other hand, focuses on minimizing the overlap between complementary indicators. This signifies the assumption that the indicators cause the measurement of the latent variable and the arrows usually pointing from indicator to

construct and the relationship between the indicator and construct is described as weight (Barroso & Picón, 2012). Straub, Boudreau, and Gefen (2004) augured that in the formative model, removal of any indicator will alter the meaning of the latent variable. Furthermore, the present study conducted the structural model as suggested by Hair et al. (2014). This involved evaluating the outer model's predictive capability and the relationship between the latent variables. The structural model is more suitable for signifying the interrelationships of variable amongst dependence relationships and linking the model constructs and to assess the interaction relationships (Straub et al., 2004). Figure 5.1 and 5.2 depict the processes for the PLS-SEM path assessment for the measurement model and structural model respectively (Hair et al., 2014; Klarner et al., 2013).

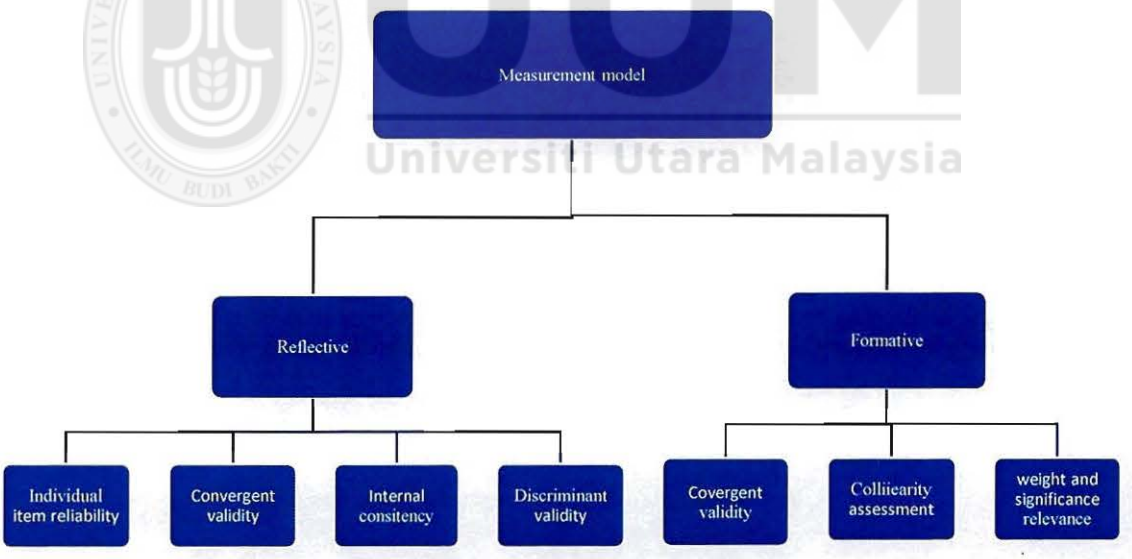

Figure 5.1: Process of PLS Path Measurement Model Assessment
Source: Henseler et al. (2009)

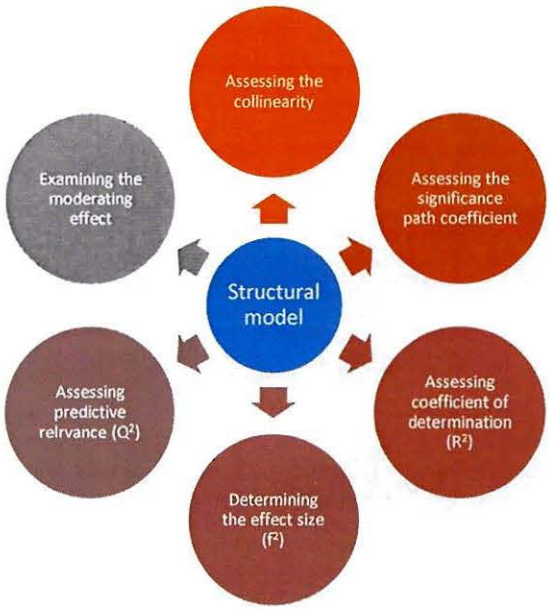

Figure 5.2: Process of PLS Path Structural Model Assessment
Source: Henseler et al. (2009) and Sarstedt et al. (2014)

5.8.1 Assessment of Measurement Model

To carry out the PLS-SEM analysis, the first consideration is to assess the measurement model which is also referred to as outer model (Hair et al., 2014; Henseler et al., 2014). This consist evaluating the individual item's reliability, convergent validity, internal consistency and discriminant validity for all reflective constructs (Hair Jr et al., 2014; Klarner et al., 2013). Similarly, the procedures for measuring the formative construct involves the assessment of weight and significance relevance, convergent validity and collinearity test (Hair Jr et al., 2014).

According to Hair et al, (2014), the collinearity among the indicators were assessed using the tolerance level or variance inflation factor (VIF) values with a threshold of 0.20 and 5 for the tolerance level and VIF respectively. Furthermore, as presented in

Figure 5.3, the two independent variables (EO and CM) of the study are the reflective-formative type of hierarchical component model as such the study applied the repeated indicator approach (see Figure 5.3). This was ascertained by repeating all indicators of the lower order components on the higher order components so as to obtain the latent variable scores of the LOCs (see Becker et al., 2012; Klarner et al., 2013; Ringle, Sarstedt, & Straub, 2012). The scores obtained from the latent variables are utilized in the two-stage approach as shown in Figure 5.4. All the LOC scores are used as a formative indicator for the HOC (Hair et al., 2014; Ringle et al., 2012). Accordingly, based on the result of Figure 5.4, the measurement model analysis for the reliability of the reflective construct and the validity of both reflective and formative constructs were projected.

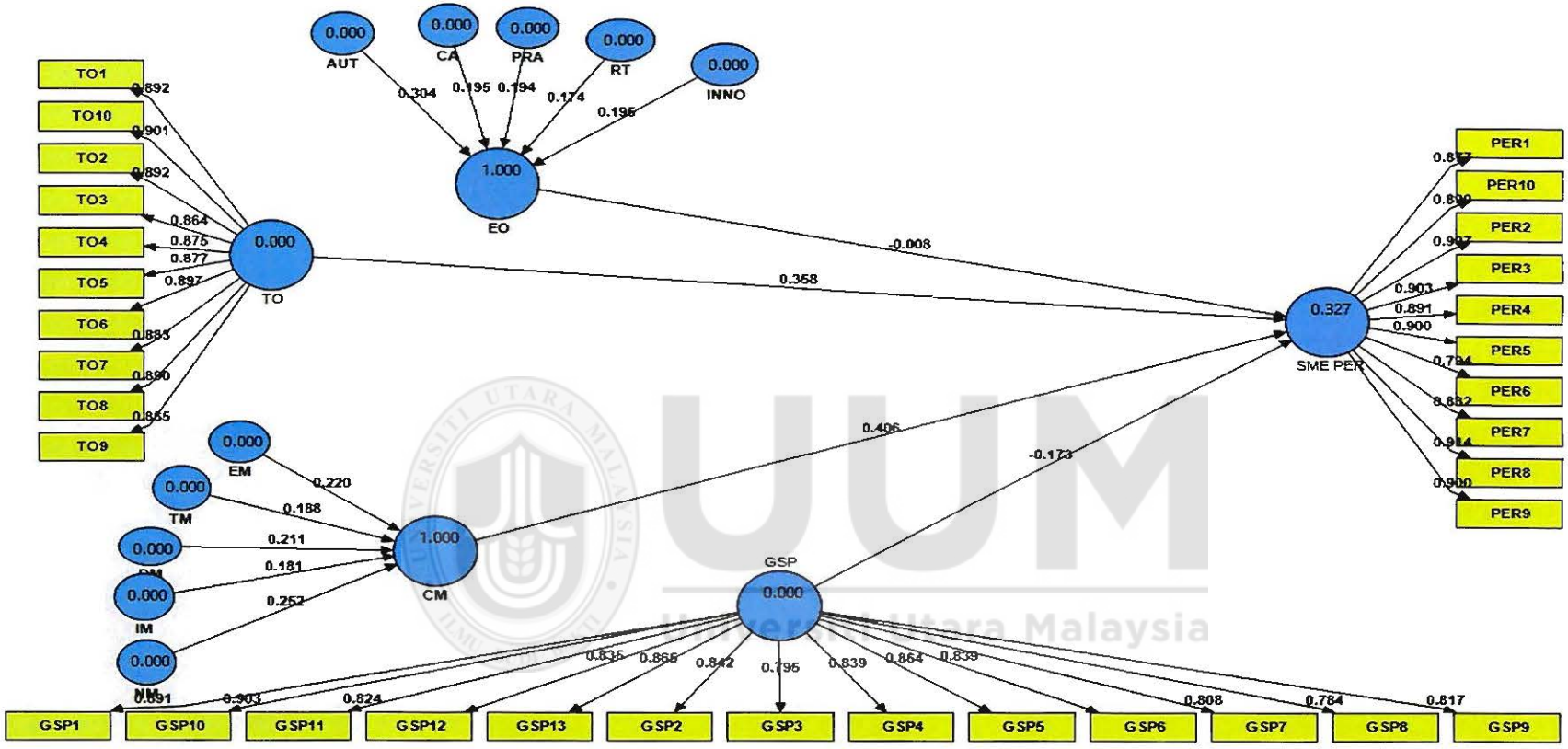

Figure 5.3: Repeated Indicator Approach

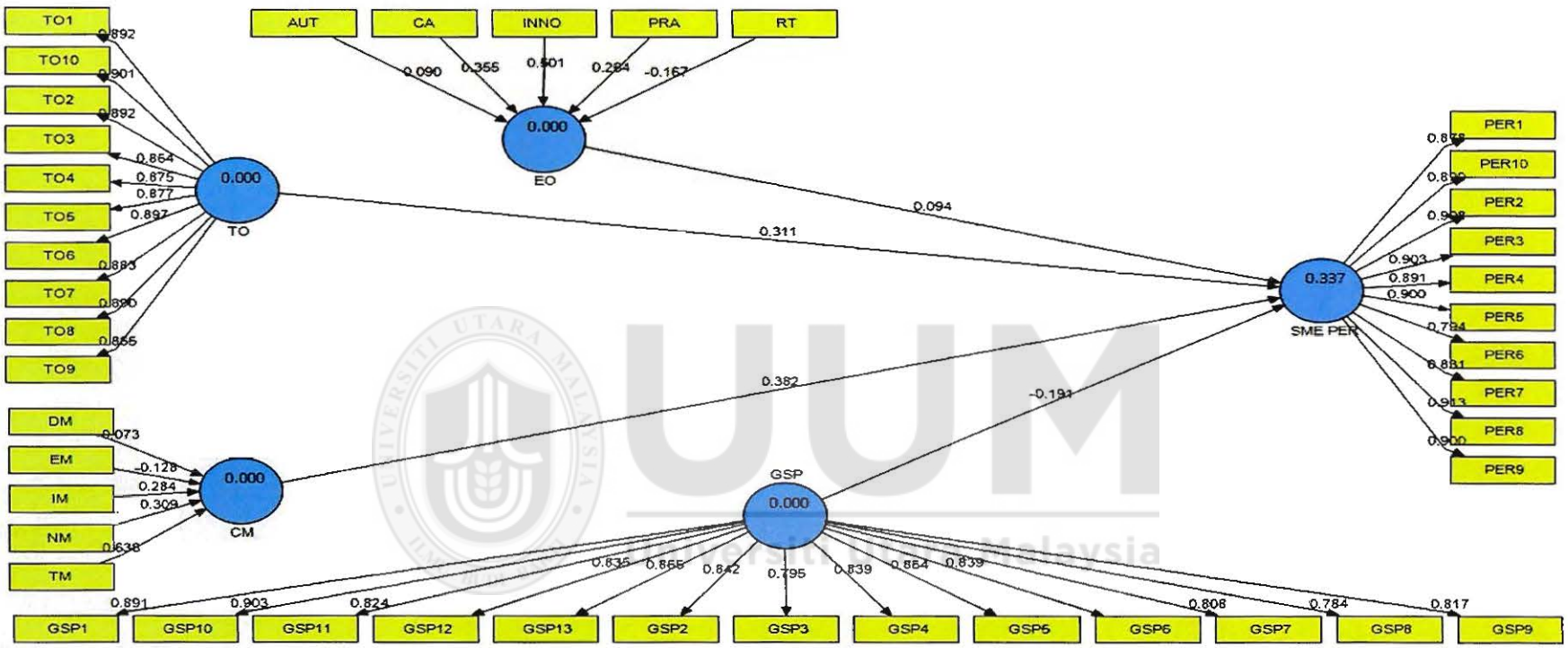

Figure 5.4: Two-stage Approach

5.8.1.1 Individual Item Reliability

Table 5.9 exhibited the summary statistics of the individual item reliability using PLS algorithm. This was evaluated by observing the outer loadings of each construct's measure. The important indicators to be observed in this assessment are the items loading, the Composite Reliability (CR) and Average Variance Extracted (AVE). Referring to Hair et al. (2014), as a rule of thumb, an indicator with 0.70 outer loading is accurate and adequate for a previously developed scale.

However, they maintained that instead of automatically eliminating or excluding indicators with loadings lower than 0.70, researchers should consider removing the factor only, if its exclusion increases the AVE and CR. Consequently, to maintain a particular indicator, the loading must be between the accepted range of 0.40 and 0.70, as such the removal is subject to the increment of the AVE and CR. As per Hair Jr et al. (2014) rule of thumb, the accepted range for loadings are between 0.40 and 0.70. Therefore, as presented in Table 5.9, the item reliability of this study had loadings between 0.78 and 0.90 indicating sufficient reliability, hence the items are accepted for further analysis. Moreover, after accessing the reliability of the individual items, the next is to determine the reliability of the constructs used in the study.

5.8.1.2 Internal Consistency Reliability

Internal consistency is characterized as the extent to which various items or factors measures the same constructs. Precisely, it measures constructs through a variety of items within the same instruments (Sarstedt et al., 2014; Straub et al., 2004; Tsai & Bagozzi, 2014). The most frequently used criterion for assessing internal consistency

reliability in the management research is the Cronbach's alpha coefficient and composite reliability coefficient (Sarstedt et al., 2014).

Table 5.9

Loadings, Composite Reliability and Average Variance Extracted (AVE)

Items	Loading	Composite Reliability	AVE
Technology Orientation		**0.97**	**0.78**
TO1	**0.89**		
TO10	**0.90**		
TO2	**0.89**		
TO3	**0.86**		
TO4	**0.87**		
TO5	**0.88**		
TO6	**0.90**		
TO7	**0.88**		
TO8	**0.89**		
TO9	**0.86**		
Government Support		**0.96**	**0.7**
GSP1	**0.89**		
GSP10	**0.90**		
GSP11	**0.82**		
GSP12	**0.84**		
GSP13	**0.87**		
GSP2	**0.84**		
GSP3	**0.79**		
GSP4	**0.84**		
GSP5	**0.86**		
GSP6	**0.84**		
GSP7	**0.81**		
GSP8	**0.78**		
GSP9	**0.82**		
Performance		**0.97**	**0.78**
PER1	**0.88**		
PER10	**0.89**		
PER2	**0.91**		
PER3	**0.90**		
PER4	**0.89**		
PER5	**0.90**		
PER6	**0.79**		
PER7	**0.83**		
PER8	**0.91**		
PER9	**0.90**		

Notwithstanding the popularity of the Cronbach's alpha coefficient, recent literature has criticized it as being sensitive to the number of items in a construct and hence underestimate true consistency reliability (Hair Jr et al., 2014; Peterson & Kim, 2013).

The authors recommended the composite reliability as an alternative to Cronbach's alpha, particularly in the structural equation modeling.

The use of composite reliability coefficient was justified based on two reasons, first, it provides a much less biased estimate of reliability than the Cronbach's alpha coefficient. This can be attributed to the fact that the latter assumes all items contributes equally to its construct without considering the actual contribution of the individual loadings (Peterson & Kim, 2013; Sarstedt et al., 2014). Secondly, composite reliability takes into account that indicators have different loadings and can be interpreted in the same way as Cronbach's alpha, where an internal consistency reliability value above 0.70 is regarded as satisfactory for an adequate model, while a value below 0.60 indicates a lack of reliability (Sarstedt et al., 2016; Tsai & Bagozzi, 2014).

In view of these arguments, it was suggested that the composite reliability is more suitable for PLS-SEM (Hair et al., 2014). Therefore, the current study also adopted composite reliability to measure the internal consistency reliability. As presented in Table 5.9, the composite reliability of all the reflective constructs in this study exceed the minimum acceptable level of 0.70, that suggest an adequate internal consistency reliability of the measures used in this study (Hair et al, 2011). Specifically, the technology orientation (TO), government support policies (GSPs) and SME performance (PER) having 0.97, 0.96 and 0.97 respectively. Hence, the researcher has concluded that all of these constructs are reliable as all their respective composite reliability values are above the threshold (Hair Jr et al., 2014).

5.8.1.3 Convergent Validity for the Reflective model

Convergent validity is the frequently encountered concept in the measurement and evaluation of constructs and is important for defining and measuring bias and distortion. Convergent validity refers to the effect of an instrument in measuring the construct it is designed to measure and determines whether the research truly measures what it was intended to measure (Henseler et al., 2009; Mackenzie & Podsakoff, 2012). The concept is to measure the extent to which items accurately represent the intended latent construct and truly correlate with other measures of the same latent construct.

Similarly, Hair et al. (2014) and Sekaran & Bougie (2013), emphasized that the most common method for establishing the convergent validity of a reflective construct is the Average Variance Extracted (AVE). To achieve an adequate convergent validity, the AVE of each latent construct should be 0.50 or more as suggested by (Hair et al., 2014). Accordingly, in line with the threshold value of 0.50 for the AVE, all reflective constructs have convergent validity as each construct achieved the threshold level higher than 0.50 as exhibited in Table 5.9, specifically, technology orientation has a AVE value of 0.78, government support policies have 0.70 and SMEs performance has 0.78. Thus, indicating an adequate convergent validity for all the reflective constructs as they explained more than 50% of the variance for their respective indicators. Next is to access the extent to which certain construct differ from other constructs of the same model using the discriminant validity approach.

5.8.1.4 Discriminant Validity

The discriminant validity is another form of construct validity for the reflective model. It reveals the extent to which a certain latent construct differs from other latent

constructs of the same model based on empirical assumptions (Barroso & Picón, 2012; Zacher, 2014). Discriminant validity is established once a latent reflective constructs are distinctive and capture marvels not represented by other latent reflective constructs (Barroso & Picón, 2012; Hair et al., 2014). The correlations among the latent constructs were compared with the square root of the average variance extracted (AVE) of each construct and a reflective construct has a discriminant validity when the square root of the AVE is higher than the correlation of any other reflective construct in the same model (Henseler, Ringle, & Sarstedt, 2014; Voorhees, Brady, Calantone, & Ramirez, 2015).

According to the authors, the reason behind this is that, if the square root of the AVE for a certain reflective construct is greater than the correlations with other constructs, it signifies that the construct shares more variance with its associated indicators than with any other construct of the model. Therefore, such reflective construct is different from other constructs (Hair et al., 2014). Based on this criterion, all the reflective latent constructs of this study have achieved discriminant validity as presented in Table 5.10 which indicated that the square root of the AVE was greater than the correlations among latent constructs, this suggests an adequate discriminant validity (Voorhees et al., 2015).

Table 5.10

Measurement Model: Discriminant Validity (Fornell-Lacker Criterion)

Constructs	GSP	SME PER	TO
GSP	**0.84**		
SME PER	0.45	**0.88**	
TO	0.80	0.54	**0.88**

Note: Entries in bold represents the square root of AVE

As indicated in Table 5.10, the square roots for the respective AVEs are greater than the correlation of any other construct, this signifies that the reflective latent constructs of the current study have adequate discriminant validity. This confirmed that the reflective constructs of the study are inimitably diverse from each other hence none is extremely correlated with one another. Additionally, in line with Fornell and Larcker (1981) criterion, all the constructs are different and captures phenomena not represented by other reflective latent constructs.

Another dominant procedure for evaluating discriminant validity which is also known as the items-level of a reflective model is to examine the cross-loadings of their respective indicators (Henseler et al., 2014; Voorhees et al., 2015). Precisely, to attain discriminant validity using cross-loading approach for a reflective latent variable, all the loadings of an indicator on its assigned latent variable should be greater than its loading on all other variables on the constructs (Henseler et al., 2014). Furthermore, Hair et al. (2011) and Henseler et al. (2014) emphasized that cross-loadings are generally considered as relatively liberal in terms of indicating discriminant validity. Table 5.11 presents the assessment of the discriminant validity applying cross-loadings approach.

Table 5.11

Assessment of Discriminant Validity Using Cross-Loading

ITEMS	GSP	SME PER	TO
GSP1	**0.89**	0.42	0.72
GSP10	**0.90**	0.42	0.76
GSP11	**0.82**	0.33	0.65
GSP12	**0.84**	0.29	0.63
GSP13	**0.87**	0.34	0.70
GSP2	**0.84**	0.42	0.68
GSP3	**0.79**	0.37	0.64
GSP4	**0.84**	0.34	0.62
GSP5	**0.86**	0.51	0.74
GSP6	**0.84**	0.41	0.67
GSP7	**0.81**	0.34	0.60
GSP8	**0.78**	0.34	0.62
GSP9	**0.82**	0.32	0.62
PER1	0.38	**0.88**	0.42
PER10	0.42	**0.89**	0.50
PER2	0.43	**0.91**	0.50
PER3	0.39	**0.90**	0.46
PER4	0.38	**0.89**	0.43
PER5	0.39	**0.90**	0.49
PER6	0.44	**0.79**	0.48
PER7	0.36	**0.83**	0.47
PER8	0.40	**0.91**	0.48
PER9	0.39	**0.90**	0.47
TO1	0.71	0.47	**0.89**
TO10	0.74	0.48	**0.90**
TO2	0.73	0.48	**0.89**
TO3	0.65	0.48	**0.86**
TO4	0.67	0.48	**0.87**
TO5	0.66	0.43	**0.88**
TO6	0.71	0.46	**0.90**
TO7	0.72	0.44	**0.88**
TO8	0.74	0.54	**0.89**
TO9	0.71	0.45	**0.86**

As shown in Table 5.11, the bolded and colored loadings are greater than their corresponding loadings cross-wisely. This indicates that each of the reflective latent variables of the study has discriminate validity based on cross-loading approach. Therefore, it can be concluded that all the latent reflective constructs of the study have discriminant validity using both processes.

5.8.1.5 Assessment of Formative Models

The formative measurement model presumed that the construct is caused by the assigned indicators. A critical assessment of the formative model consist of three steps by which researchers examine whether a particular indicator should form part of the construct or not (Coltman, Devinney, Midgley, & Venaik, 2008; Hair Jr et al., 2014). First, convergent validity of the formative measurement model ensures that the whole domain of the formative constructs and all of its related facets have been covered by the selected indicators, secondly, the examination of collinearity among indicators to ascertain if it exhibit high correlations with other indicators of the same constructs and the third is the evaluation of the statistical significance or weight of significance relevance to ascertain the contribution of the indicators to the constructs both relatively and absolutely (Hair Jr et al., 2014).

In order to assess the formative constructs of this study, that is the two independent variables (EO and CM), two conditions were employed to examine each indicator to establish their significance to the constructs as recommended by Hair et al. (2014). The study assessed the collinearity among the indicators with the Variance Inflation Factor (VIF) value, the threshold of which should not be higher than 5. Furthermore, the weight of a significance relevance of the statistical contribution of each indicator to the main construct was evaluated both relatively and absolutely.

Table 5.12

Formative Measurement Model: Collinearity Assessment and Significance Relevance

Constructs		VIF	Outer Weight	Outer loadings	t-statistics
Entrepreneurial Orientation	AUT	4.08	0.09	0.91	0.34
	CA	3.82	0.36	0.93	1.46
	INNO	4.83	0.50	0.96	1.44
	PRA	4.52	0.26	0.93	0.88
	RT	4.55	-0.17	0.85	0.76
Contemporary Marketing	DM	3.88	-0.07	0.88	0.32
	EM	4.37	-0.13	0.91	0.39
	NM	3.02	0.31	0.95	0.96
	IM	4.81	0.28	0.93	1.40
	TM	3.56	0.64	0.98	2.65

Note: The values in parentheses (i.e., outer loadings) represent absolute contribution, while their corresponding values (i.e., outer weights) represent the relative contribution of an indicator or the LOC to the main construct or the HOC (i.e., EO and CM).
(n=24)

Based on Table 5.12 result, the VIF values of all the indicators of the formative constructs (EO and CM) are below the threshold value of 5. This evidently confirmed the nonexistence of collinearity among the indicators. Furthermore, the outer weights values of the determinants for the formative indicators show enough evidence of relative contributions to the main construct. Likewise, the outer loadings of the formative indicators yielded an absolute contribution to the constructs as all the values are more than the threshold of 0.50. Based on these, the results suggest that both the reflective and the formative constructs of the current study are valid and reliable empirically for further analyses as all the indicators are significant both absolutely and relatively to the main constructs (Cenfetelli & Bassellier, 2009; Hair Jr et al., 2014).

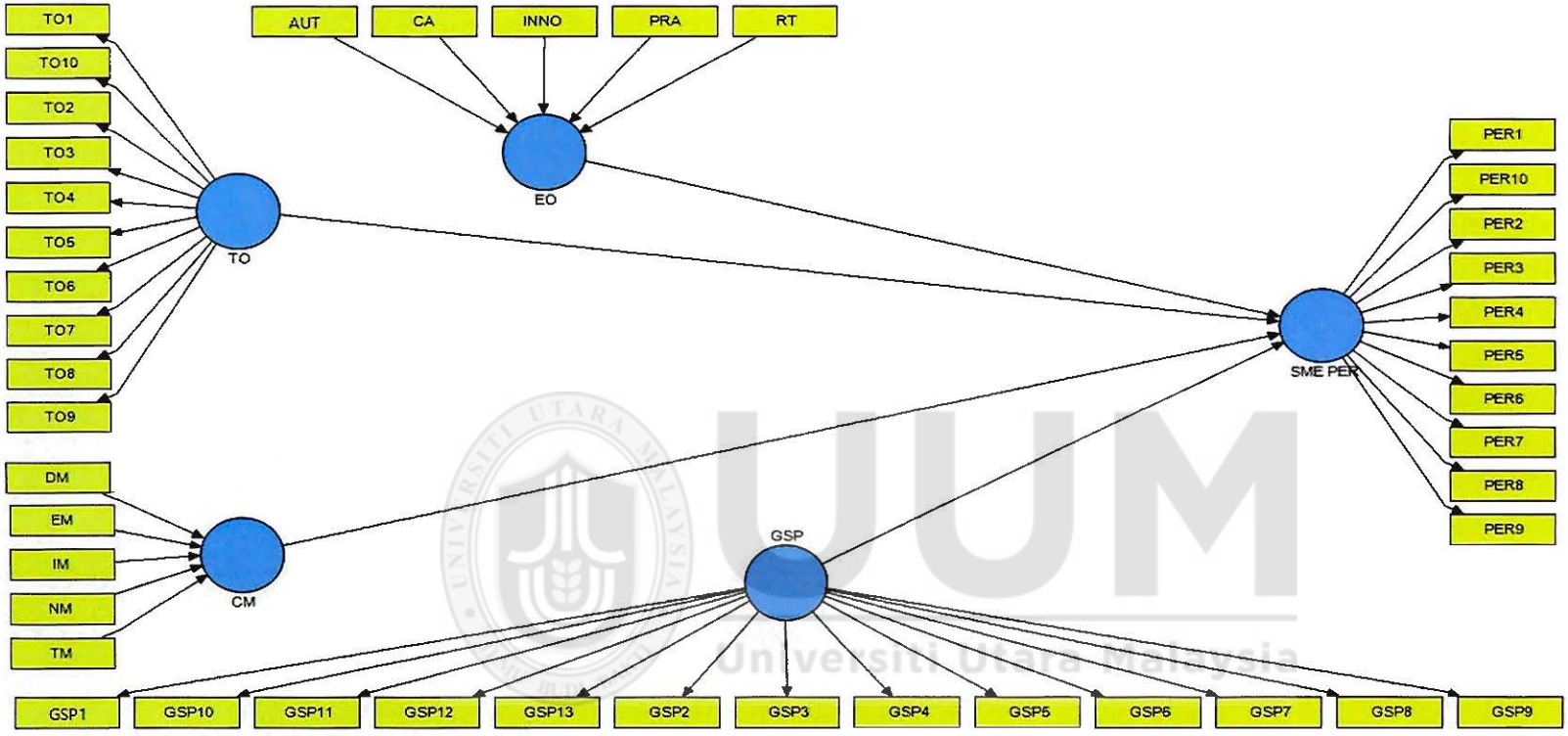

Figure 5.5: Measurement Model

5.8.2 Assessment of the Structural Model

After confirming the construct measures as valid and reliable, the next phase is the assessment of the structural model results. Assessment of structural model enable researchers to determine how well empirical data support the theory and concepts. This comprises the examination of the model's predictive capabilities and their relationship with the constructs. The key considerations for assessing the structural model in PLS-SEM are the significance of the path coefficient, the level of R-square (R^2), the effect size (f^2) and the predictive relevance (Q^2) (Hair Jr et al., 2013; Hair Jr et al., 2014; Sarstedt et al., 2016).

The present study employed the standard bootstrapping process with 5000 bootstrap samples and 240 items to assess the significance of the path coefficients (Fassot, Henseler, & Coelho, 2016; Hair, Ringle, & Sarstedt, 2013; Hair Jr et al., 2014). Furthermore, the objectives of the study were to empirically examine the relationships between the dependent variable and the independent variables as well as the moderating variable and the dependent variable. This was carried out by analyzing the two structural measurement models, that is the direct relationships and the moderating relationships (Baron & Kenny, 1986; Hair et al., 2014; Klarner et al., 2013) as discussed further in the subsequent sub-sections below.

5.8.2.1 Measurement of Direct Relationship

The evaluation of the structural model starts with an analysis of the direct relationships between the independent variables and the dependent variable. The path coefficient was examined through the PLS-SEM Algorithm while the significance of the relationship was examined by employing the bootstrapping procedures (Fassot et al., 2016; Hair et

al., 2012; Hair et al., 2014). The result of the direct relationships between the IVs and the DV as presented in Figure 5.6 and Figure 5.7 represent the hypotheses H1, H2, and H3.

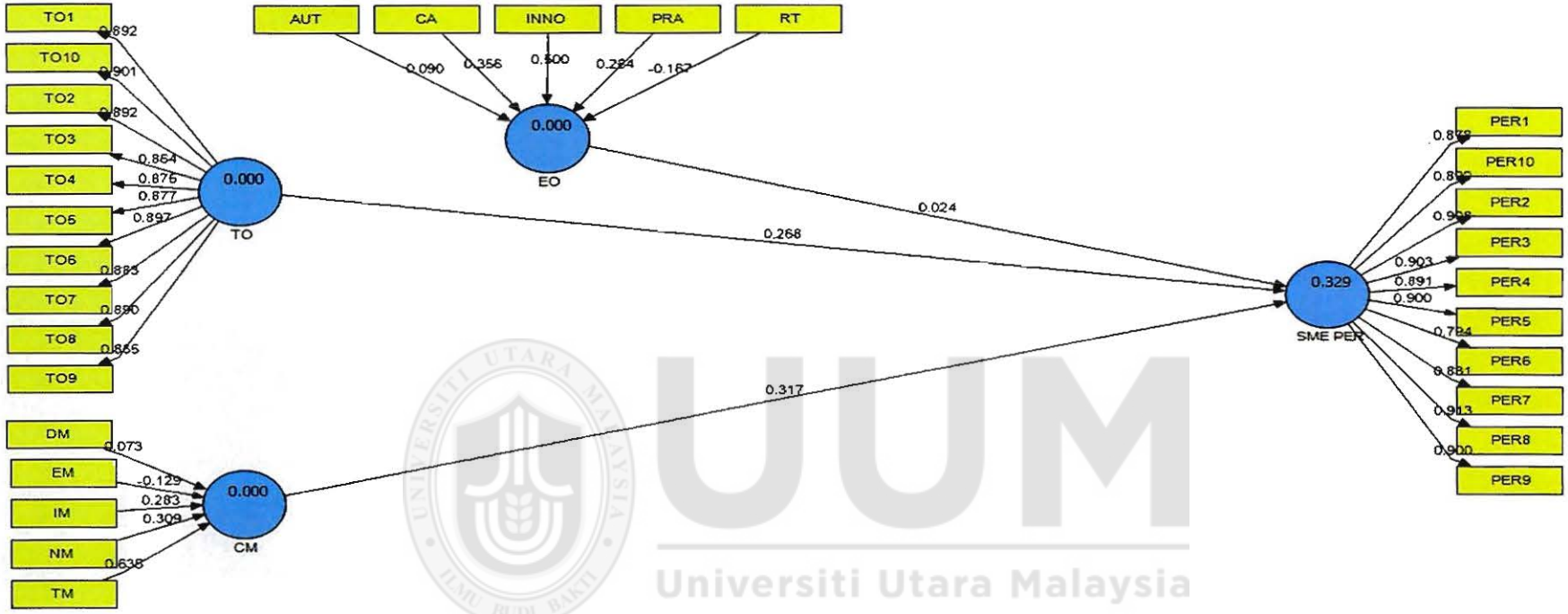

Figure 5.6: PLS Algorithm for Direct Relationship

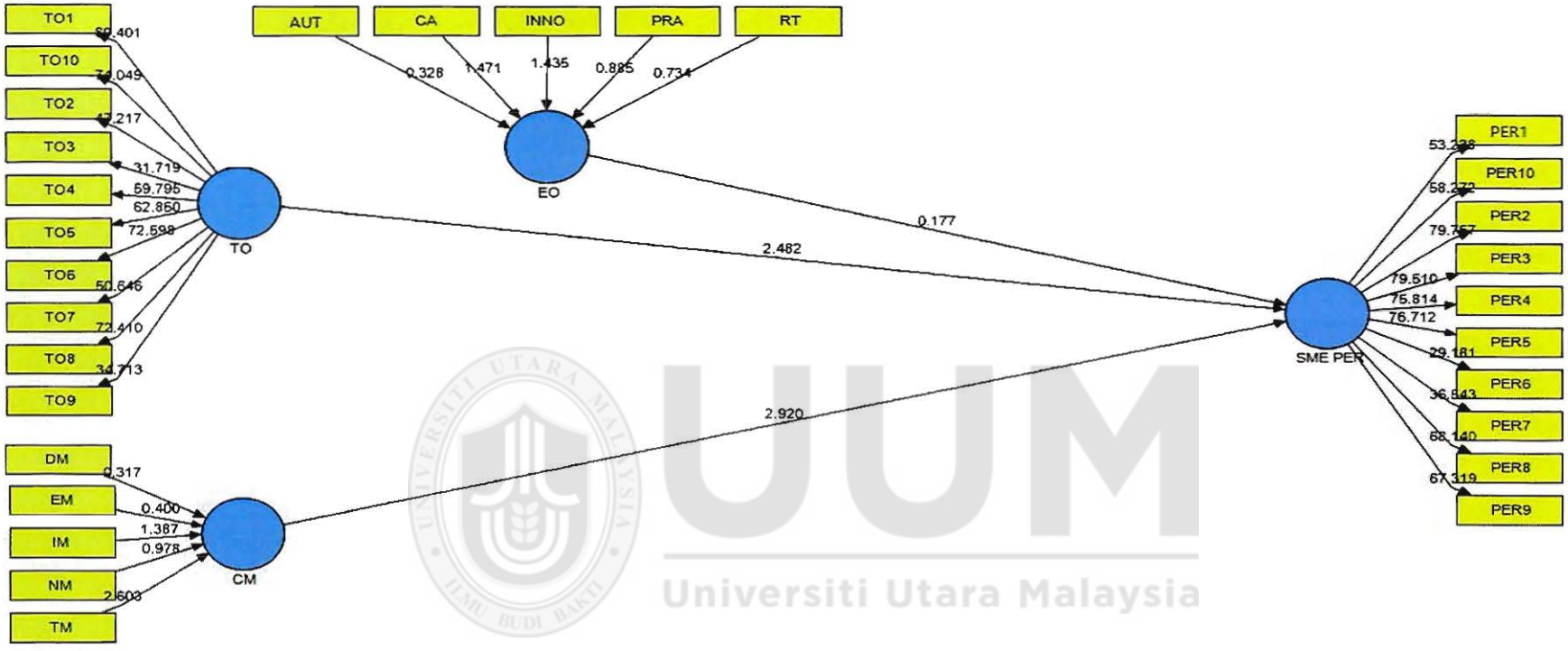

Figure 5.7: Bootstrapping for Direct Relationship

Table 5.13 presents the results of the structural model based on the direct relationship between the independent variables and the dependent variable of the study. The outcomes are interpreted by using the Beta coefficient (β) of the path relationship, the standard error (SE) and the t-value (t- statistics).

Table 5.13

Structural Model: Hypotheses Test for Direct Relationship

Hypotheses	Beta	Std Error	t-Statistics	P-Value	Decision
EO > SME PER	0.02	0.14	0.18	NS	Not Supported
TO > SME PER	0.27	0.11	2.48**	0.01	Supported
CM > SME PER	0.32	0.11	2.92***	0.00	Supported

Note: ***p<0.01; **p<0.05; *p<0.10; NS=Not Significant
(n=240)

Referring to Table 5.13, the statistical analysis confirmed that contemporary marketing (CM) is significantly related with SMEs performance at $\beta = 0.32$, *t-s=2.92, p=0.00)* while entrepreneurial orientation (EO) has no significant relationship with SMEs performance at $\beta = 0.02$, *t-s=0.18, p=0.86.* Similarly, technology orientation was found to be significantly related with SMEs performance at $\beta = 0.27$, *t-s =2.48, p=0.01.* In conclusion, the relationships between the latent exogenous and endogenous constructs for hypotheses 2 and 3 are supported empirically. Whereas hypothesis 1 do not significantly influence SMEs performance according to the statistical data analysed in this model.

5.8.2.2 Coefficient of Determination for Direct Relationships (R^2)

Another essential issue commonly used for evaluating structural model relationships in PLS-SEM is the coefficient of determination which is also known as the R-square (R^2) (Hair et al., 2014; Hair Jr et al., 2013; Vinzi, Chin, Henseler, & Wang, 2010). Hair et al. (2014) described R^2 as a value expressing the proportion of variation in the

dependent variable which can be explained by one or more predictor variable. This can be evaluated as the squared correlation among the endogenous construct's real and projected value (Dijkstra & Henseler, 2015; Hair et al., 2012). Hair et al. (2014) suggested an R^2 value of 0.10 as a least acceptable level. They further recommend that R^2 values of 0. 25, 0.50 and 0.75 can be considered as weak, moderate and substantial respectively.

Furthermore, according to Chin et al. (2003), an R^2 values of 0.67, 0.33 and 0.19 are considered as substantial, moderate and weak respectively for a PLS-SEM modeling. Table 5.14 present the R-square value of the endogenous variable of the direct relationship.

Table 5.14

Coefficient of Determination for Direct Relationship: R-Squared

Construct	R-Squared value (R^2)
SME PER	0.33

Based on the outcome in Table 5.14, the model explains 33% of the endogenous variance of this study, which is the SME performance. This confirmed that the exogenous latent variables of entrepreneurial orientation, technology orientation, and contemporary marketing collectively explain 33%. Therefore the R^2 value of the current study explained the direct relationships, thus considered moderate in line with the (Chin et al., 2003) recommendations.

5.8.2.3 Assessment of Effect Size (f^2) for Direct Relationship

In addition to the assessment of the R^2 values of the endogenous construct of this study (SMEs performance), the adjustment in the R^2 value when a precise exogenous construct is excluded from the model can be used to evaluate whether the omitted construct has any considerable impact on the latent endogenous construct (Bruhn, Georgi, & Hadwich, 2008; Hair et al., 2014). This measure is characterized as an effect size (f^2). The effect size is the strength of the theoretical relationship found in an analysis and provides an estimation of the degree to which a phenomenon exist, thus, it stipulates the comparative effect of a particular exogenous construct on the endogenous construct based on the changes in the values of R^2 as a result of excluding the former (Chin et al., 2003; Hair Jr et al., 2014; Vinzi et al., 2010).

The formula used in calculating the effect size in PLS-SEM according to Cohen 1988 (see Hair et al., 2014; Vinzi et al., 2010) is presented as:

$$f^2 = \frac{R^2 Included - R^2 Encluded}{1 - R^2 Included}$$

Where:

f^2 is the value that describes the effect size of a particular exogenous latent construct on the endogenous construct. R^2 Included is the R^2 value of the endogenous construct before excluding a particular exogenous construct and R^2 Excluded signifies the variations in the R^2 value of the endogenous variable after excluding a particular construct from the model. According to Cohen (1988) the formula as presented above, the f^2 values of 0.35, 0.15, and 0.02, signifies large, medium, and small effects

respectively. In line with the previous literature, the estimation of the effect size for this study is presented in Table 5.15.

Table 5.15

Assessment of the Effect Size (f^2) for Direct Relationships

Constructs	R^2 Included	R^2 Excluded	f^2	Effect size
Entrepreneurial Orientation	0.33	0.33	0.00	None
Technology Orientation	0.33	0.31	0.03	Small
Contemporary Marketing	0.33	0.30	0.04	Small

As can be seen from Table 5.15, the exogenous latent constructs of TO and CM that already indicated a positive significant relationship have a small effect on the endogenous latent variable (SMEs performance) while EO, which is already not significantly related with performance also shows none effect on SMEs performance based on the Cohen's (1988) formula.

5.8.2.4 Assessment of Predictive Relevance for Direct Relationship (Q^2)

Apart from assessing the value of R^2 as a measure of accuracy, Hair et al. (2014) and Duarte, Alves, and Raposo (2010) recommended the use of Stone-Geisser, 1974 test of predictive relevance for a research model. In the PLS-SEM modeling, predictive relevance (Q^2) is assessed by using blindfolding to obtain the cross-validated redundancy measures for the endogenous latent construct (Hair Jr et al., 2013). This measure can conversely be considered as an additional valuation of the model fit in the PLS-SEM analysis (Duarte et al., 2010). Thus Q^2 indicates how well the observed values are constructed in a model as well as its parameter estimates (Chin, 1998).

Therefore, for the current study, a cross-validated redundancy criterion was adopted to assess the predictive relevance (Q^2) of the exogenous latent constructs on the reflective endogenous latent construct (see Geisser, 1974; Hair Jr et al., 2013; Ringle et al., 2012; Sarstedt et al., 2014). Consequently, a model with the Q^2 values higher than zero indicates that the exogenous constructs have a predictive relevance for the endogenous construct under study (Henseler et al., 2009). Hair Jr, et al. (2014) asserted that the higher the Q^2 the greater the predictive relevance and a relative measure of Q^2 values of 0.02, 0.15 and 0.35 are considered as small, medium and large predictive relevance respectively (Duarte et al., 2010). The Q^2 value obtained by using the *blindfolding* procedure (see Figure 5.8) is presented in Table 5.16.

Table 5.16

Predictive Relevance for Direct Relationships: Q-Square

Construct	SSO	SSE	1-SSE/SSO
SME PER	2400	1803.336	0.2486

As previously stated, the essence of testing the predictive relevance in PLS-SEM is to precisely predict the data points of indicators in the reflective measurement model of endogenous construct and endogenous single-item. Based on this contention, the predictive relevance of this model shows 0.2486 which is above the threshold. A Q^2 value greater than zero for a certain reflective endogenous latent variable signifies the path model's predictive relevance for specific constructs as significant (Hernández-Perlines, Moreno-García, & Yañez-Araque, 2016). Similarly, Sarstedt et al. (2014) provided criteria for judging the predictive relevance as; 0.02, 0.15 and 0.35 small, medium and large respectively. Therefore, in line with these arguments, the current research model has a medium predictive relevance (Hair Jr et al., 2014a).

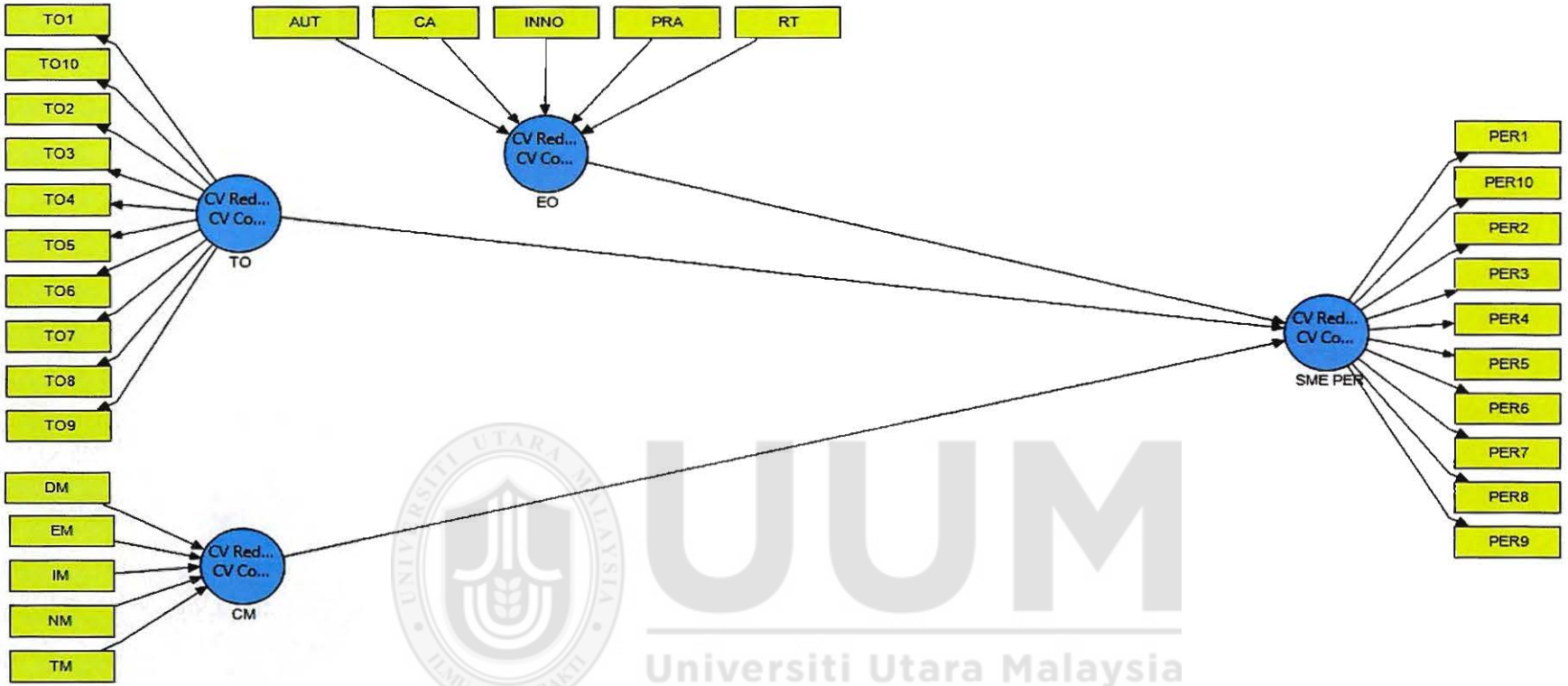

Figure 5.8: Predictive Relevance for Direct Relationship

5.9 Testing Moderating Relationships

A product indicator approach using the PLS-SEM modeling was applied to detect and estimate the strength of the moderating effect of GSPs on the relationships between entrepreneurial orientation, technology orientation, contemporary marketing and the performance of small and medium enterprises (see Chin et al., 2003; Helm et al., 2010; Vinzi et al., 2010). The product indicator approach is perceived to be suitable to the present study because the moderating construct is continuous (Jaccard & Wan, 1995; Kenny & Judd, 1984). Henseler and Fassott (2010) asserted that, as the results of the product indicator approach are usually equal or superior to those of the group comparison approach, it is always recommended to use the product indicator approach.

In order to apply the product indicator approach in testing the moderating effects of GSPs on the relationship between entrepreneurial orientation, technology orientation, contemporary marketing and SMEs performance, the product terms between the indicators of the independent variables and the indicators of the latent moderating variable need to be created, therefore, these product terms would be used as indicators of interaction in the structural model (Kenny & Judd, 1984). Likewise, to determine the strength of the moderating effects between the exogenous and endogenous variables, Cohen's (1988) guideline was employed.

5.9.1 Hypotheses Testing for Moderating Variables

This section specifically analysed the moderating effects of GSPs on the relationships between the dependent variable and the independent variables represented by;

Hypothesis H4: Government support policy moderates the relationship between entrepreneurial orientation and SMEs performance;

Hypothesis H5: Government support policy moderates the relationship between technology orientation and SMEs performance and;

Hypothesis H6: Government support policy moderates the relationship between contemporary marketing and SMEs performance.

The moderating relationships were analyzed following the PLS-SEM guidelines for examining moderating effects (see Fassot et al., 2016; Hair et al., 2014; Klarner et al., 2013; Sarstedt et al., 2014b). Furthermore, after the analysis of the moderating algorithm as presented in Figure 5.9, the standard bootstrapping procedure with a sample number of 5000 and 240 items was applied to evaluate the moderating relationships between the independent variables and the dependent variable to ascertain the significance of the path coefficients as depicted in Figure 5.10. (Hair, Sarstedt, Ringle, & Mena, 2012; Hair Jr et al., 2014; Henseler et al., 2009). Additionally, the R-squared values (R2), the effect size (f2) and the predictive relevance were assessed to determine the strength of the moderating variable.

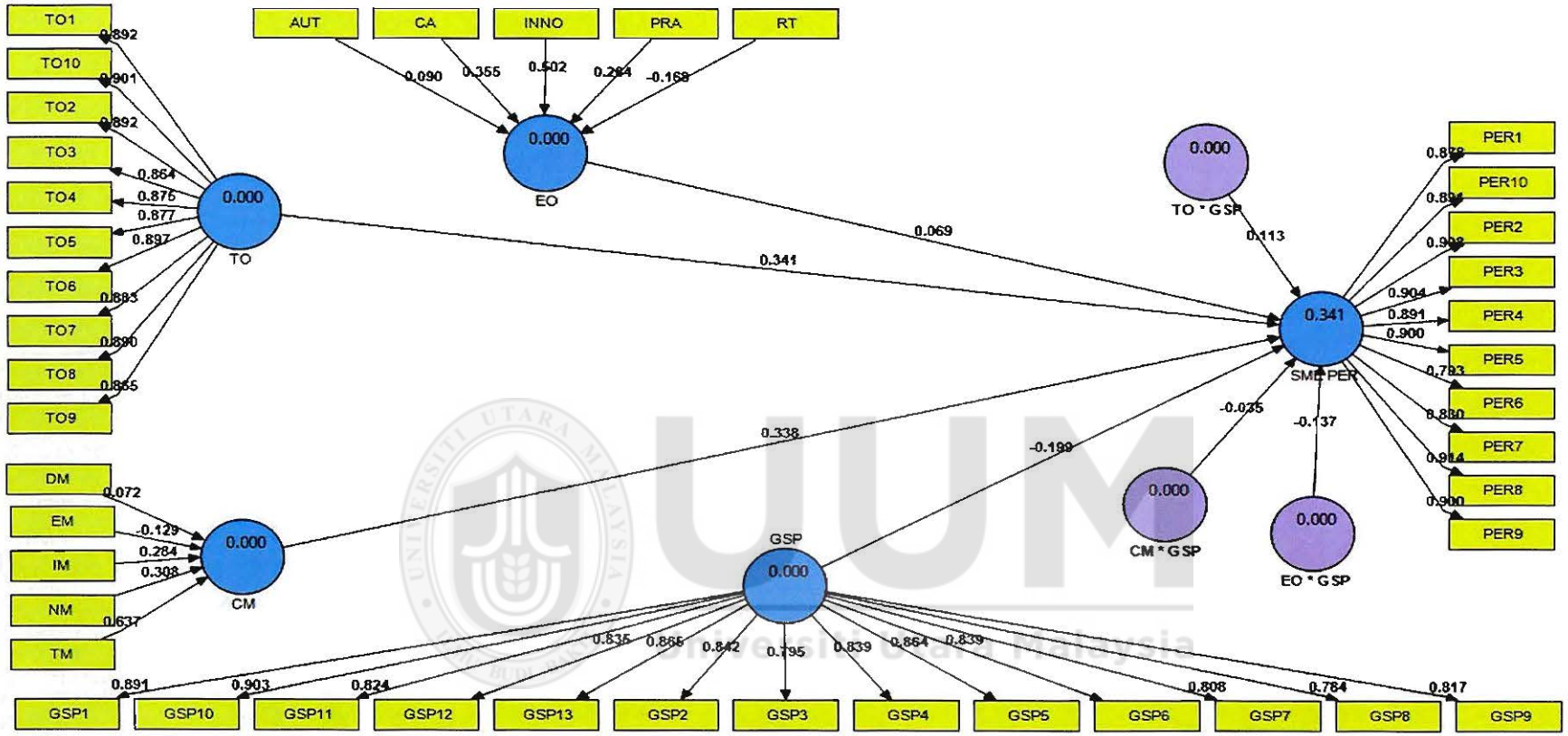

Figure 5.9: PLS Algorithm (Moderating Relationship)

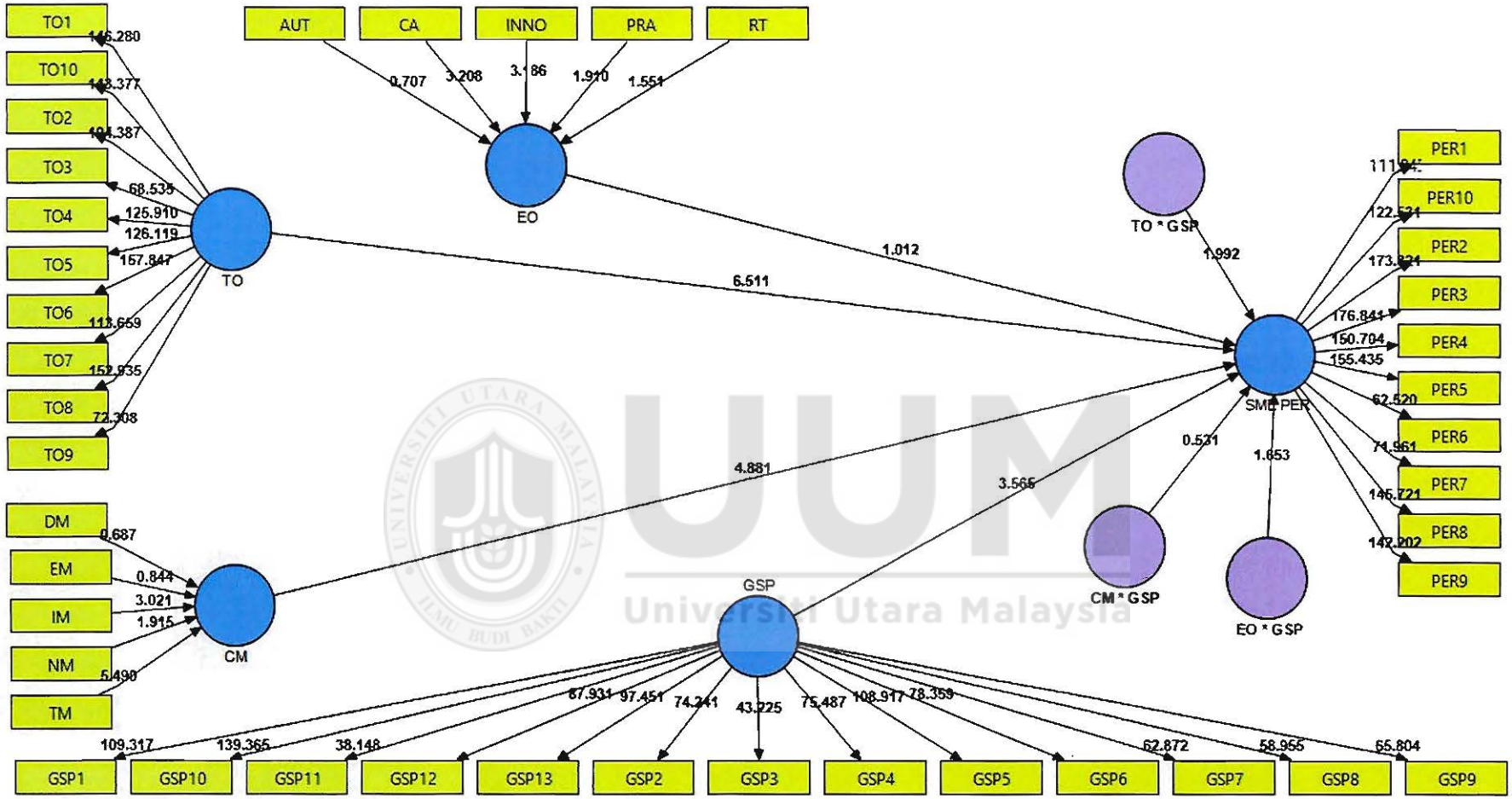

Figure 5.10: PLS Bootstrapping for Moderation

Table 5.17

Structural Model: Test of Significance for Moderating Relationships

Hypotheses	Beta	Std Error	t-Statistics	P-Value	Decision
EO * GSS>SME PER	0.14	0.08	1.65*	0.10	Supported
TO * GSP>SME PER	0.11	0.06	1.99**	0.05	Supported
CM * GSP>SME PER	-0.04	0.07	0.53	NS	Not Supported

Note: ***p<0.01; **p<0.05; *p<0.10; NS= Not supported
(n=240)

As earlier stated, the product indicator approach was applied to replicate and estimate the underline latent interaction constructs (Chin et al., 2003). Likewise, Hair Jr, et al (2014) affirmed that the moderating effect is meaningful only when the interaction terms are significant. Based on this approach, the results of the interacting effects of GSPs on the relationship between EO, TO, CM and firm performance was evaluated and reported. The moderating models in Figure 5.9 and Figure 5.10 examines whether the prediction of SMEs performance for exogenous latent constructs would be improve when GSPs as a moderating variable becomes significant.

As presented in Table 5.17, the results indicated that the interaction term of EO*GSP>SME-PER is positively significant (β=0.14, t-s=1.65, p=0.10). The effect of the moderating variable (GSPs) on the relationship between EO and SMEs performance as depicted in Figure 5.11 shows that GSPs strengthen the positive relationship between EO and SMEs performance, and as such Hypothesis 4 is supported. Equally, the result presented in Table 5.17 indicated that the interaction term of TO*GSP>SME-PER is positively significant (β=0.11, t-s=1.99, p=0.05). The effect of moderating variable (GSPs) on the relationship between TO and SMEs performance as shown in Figure 5.12 also suggests that GSP strengthen the positive relationship between TO and SMEs performance, hence Hypothesis 5 is also supported. However, the result from Table 5.17 indicated that the interaction term of CM*GSP>SME-PER is negatively

significant (β= -0.14, t-s=0.53, p=0.60). The effect of the moderating variable (GSPs) on the relationship between CM and SMEs performance indicated that GSPs dampens the positive relationship between CM and SMEs performance, therefore, Hypothesis 6 is not supported.

Based on the outcome of the moderation assessment, it can be established that GSPs have positive effects on the relationship between EO and TO on one hand and SMEs performance on the other hand. This signifies that GSPs moderates the relationship between EO and SMEs performance and TO and SMEs performance. Nevertheless, GSPs does not have a positive moderating effect on the relationship between CM and SMEs performance, thus does not moderate the relationship between CM and SMEs performance.

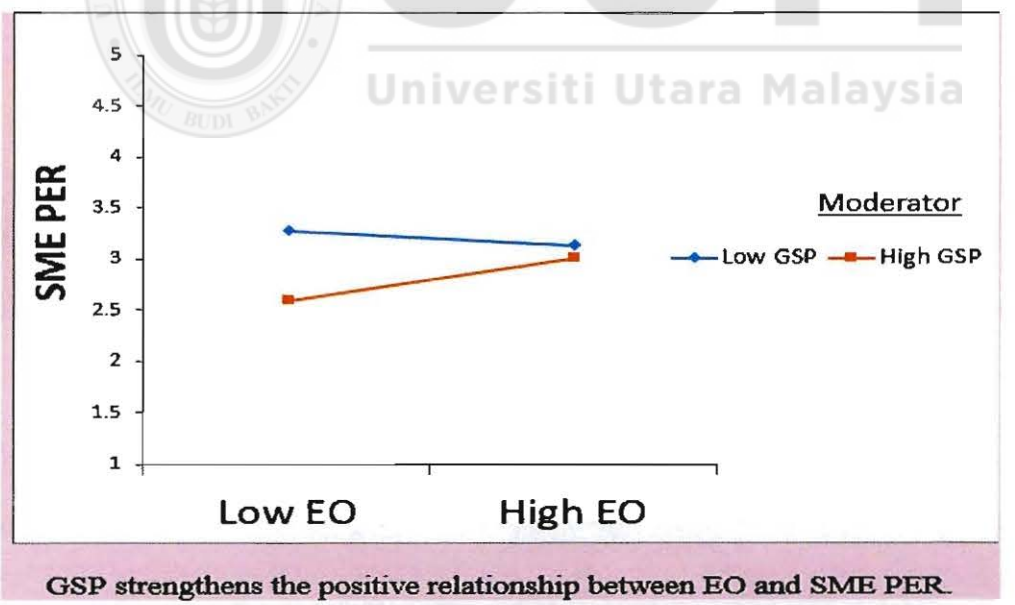

Figure 5.11: Strength of Interacting Variable (EO)

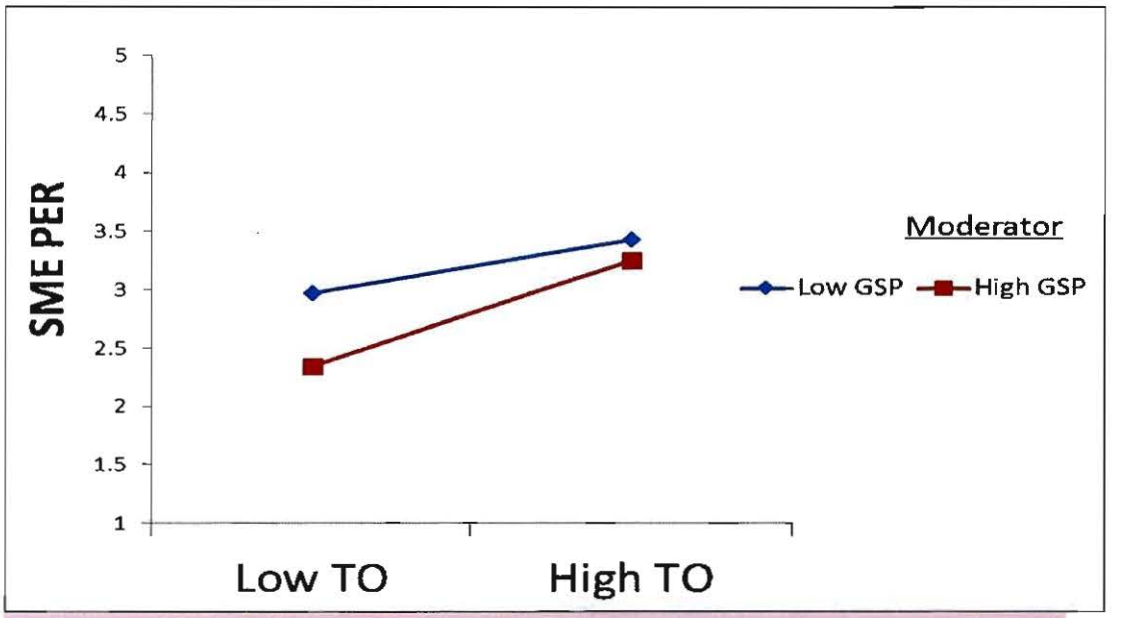

Figure 5.12: Strength of Interacting Variable (TO)

5.9.2 Coefficient of Determination for Moderating Relationship (R^2)

As in the case of the direct relationship, the coefficient of determination (R^2) for the moderating effect which is also known as the interaction effect was evaluated so as to determine the amount of variance in the dependent variable(s) that can be explained by one or more predictor constructs (Henseler & Chin, 2010; Ingram, Skinner, & Taylor, 2005). An interaction effect exist when the disparity amongst the coefficient of determination (R^2) is statically significant. Hair et al. (2014) and Henseler et al. (2009) recommended an R^2 value of 0.10 as a least acceptable level. They further suggested that the R^2 values of 0. 25, 0.50 and 0.75 can be considered as weak, moderate and substantial respectively.

Based on these arguments, therefore, the results in Table 5.18 shows the moderating interaction accounts for a significant proportion of variance in SMEs performance with

an R^2 value equals to 0.34. Thus, the endogenous latent variable showed an acceptable level of the R^2 values which is considered as moderate

Table 5.18

Coefficient of Determination for Moderation Relationship

Construct	R-Squared value (R^2)
SME PER	0.34

5.9.3 Assessment of the Effect Size (f^2) for Moderating Relationships

Apart from assessing the coefficient of determination, the next step is the assessment of the effect size (f^2) as proposed by Hair et al. (2014) and Vinzi et al. (2010). Effect size is the disparity in R^2 between the main effects when the specific exogenous construct is in the model and when it is excluded from the model. The purpose is to evaluate whether the excluded exogenous construct has a considerable influence on the endogenous variables (Hair Jr et al., 2014; Henseler & Chin, 2010). The f^2 for the moderating effect was calculated using the same formula used to calculate the f^2 of the direct relationships and the results is presented in Table 5.19.

Table 5.19

Assessment of Effect Size for Interactive Relationships

Constructs	R^2 Included	R^2Excluded	f^2	Effect size
Entrepreneurial Orientation	0.34	0.34	0.00	None
Technology Orientation	0.34	0.31	0.04	Small
Contemporary Marketing	0.34	0.32	0.04	Small

As presented in Table 5.19, the interaction effect size (f^2) for the exogenous latent constructs was found to be statistically significant to influence the exogenous construct except for entrepreneurial orientation. The results specifically indicated that the f^2 for

EO, TO and CM were 0.00, 0.04 and 0.04 respectively. Therefore, in line with Cohen 1988 (see Hair Jr et al., 2014), the interaction f^2 indicates a none effect for EO and small effects for both TO and CM.

5.9.4 Assessment of Predictive Relevance for Moderating Relationship (Q^2)

Another most widely used criteria for assessing structural model in PLS-SEM is the predictive relevance (Q^2) ability to moderae relationship. The predictive relevance is determined by using a Stone–Geisser approach, the assumption is that the inner model must provide an evidence of prediction for the endogenous latent construct's indicators (Fassot et al., 2016). Therefore, this study applied the Stone-Geisser test to evaluate the Q^2, through the blindfolding procedure to obtain the cross-validated redundancy measure for the endogenous latent construct (Hair Jr et al., 2014).

Table 5.20

Predictive Relevance (Q^2) for Moderating Relationships

Construct	SSO	SSE	1-SSE/SSO
SME PER	2400	1768.69	0.26

Based on this contention, the predictive relevance of the moderating relationship as presented in Table 5.20 shows 0.26 which is above the threshold. A Q^2 value greater than zero for a certain reflective endogenous latent variable signifies the path model's predictive relevance for specific constructs as significant (Hernández-erlines, Moreno-García, & Yañez-Araque, 2016). Similarly, (Sarstedt et al., 2014) provided criteria for judging the predictive relevance as; 0.02, 0.15 and 0.35 are small medium and large respectively. Therefore, in line with these arguments, the current research model has a medium predictive relevance.

5.10 Summary of findings

This chapter presents the outcome of the hypothesized relationships between the exogenous latent constructs and the endogenous latent construct for both the direct and moderating effects. Therefore, it is noteworthy to present the entire findings in a single table for clearer understanding. Thus, Table 5.21 presents the summary of the tested hypotheses.

Table 5.21

Summary of Findings: Hypotheses Testing

Hypotheses	Hypothesized Statement	Results
H1	There is a significant relationship between entrepreneurial orientation and performance of small and medium enterprises.	Not supported
H2	There is a significant relationship between technology orientation and performance of small and medium enterprises.	Supported
H3	There is a significant relationship between contemporary marketing and performance of small and medium enterprises	Supported
H4	Government support policy moderates the relationship between entrepreneurial orientation and performance of SMEs	Supported
H5	Government support policy moderates the relationship between technology orientation and performance of SMEs	Supported
H6	Government support policy moderates the relationship between contemporary marketing and performance of SMEs	Not supported

As presented in Table 5.21, hypotheses H2 and H3 representing the direct relationship between the independent variables and the dependent variable are empirically supported whereas H1 for the same direct relationship is not supported. On the other hand, for the moderating relationship, H4 and H5 were empirically supported while H6 is not supported. In summary, out of the six hypotheses developed for this research, four were empirically supported and the remaining two were not empirically supported.

5.11 Chapter Summary

This chapter mainly concerns with the statistical analysis and the findings of the quantitative data collected from the field survey. First, the purpose of the chapter was briefly highlighted. Thereafter, the researcher explained and justified various preliminary analysis carried out in this study and presents the results of the initial data coding and screening. These include the assessment of the response rate, missing values, replacing and justifying the reason for the replacement and outliers. Furthermore, other preliminary tests performed in this chapter include the normality test, multicollinearity, non-response bias and common method variance (CMV) assessments. Subsequently, the sample characteristics was carried out. This comprises demographic profiles of respondents, as well as the descriptive analysis of the latent variables, were all presented prior to conducting and presenting the main analysis.

The main analysis started by assessing the measurement model. Particularly, the researchers evaluated the reliability of the individual item, assessed the internal consistency reliability and validity for both the reflective and formative models. Consequently, in the measurement model analysis, the assessment of the collinearity and significance test of the formative model were also conducted. Having satisfied the requirements of the measurement model, the structural model was assessed. In the structural model assessment, issues such as the significance of the path relationships, the coefficient of determination, the effect size, as well as the predictive relevance for both the direct and interacting relationships were evaluated. Thereafter the strengths of the moderating effect on the relationships were appraised, and lastly summarized the findings of the study.

CHAPTER SIX

DISCUSSION, IMPLICATIONS AND CONCLUSION

6.1 Introduction

This chapter discusses the findings in the presiding chapter in relation to the underpinning theory and previous literature on the relationship between EO, TO, CM and SMEs performance. The chapter is divided into six sections. After the introduction, section two discusses the recapitulation of the study's findings, section three discusses the findings in line with the RBV theory and prior literature reviewed, and the fourth section discusses the theoretical, methodological as well as the practical contributions and implications of the study. Section five highlights the limitations of the study and make suggestions for further studies. While the final section drew a conclusion based on the research findings.

6.2 Recapitulation of the Findings

The study evaluated the influence of the government support policies on the relationship between EO, TO, CM and SMEs performance in Nigeria. In general, the study has succeeded in advancing the current boundary of knowledge of other determinants of SMEs performance that were not captured in the previous models. As such, the study is capable of providing answers to the following questions as detailed out at the beginning of this research work.

1. What are significant relationships between entrepreneurial orientation, technology, contemporary marketing and the performance of small and medium enterprises in Nigeria?

2. Does the government support policies moderate the relationships between entrepreneurial orientation, technology orientation, contemporary marketing and the performance of small and medium enterprises in Nigeria?

To answer these questions, six objectives were developed based on the research questions, problem statement and literature reviewed in the preceding chapters. Towards this end, six hypotheses representing the relationships of the constructs were formulated. For four of the six hypotheses, the empirical results provided support for two each from the direct and interaction relationships, while the remaining two hypotheses, one each from the direct and interaction relationship were not supported. Specifically, the direct relationship between the independent variables were hypothesized to provide a significant effect on the dependent variable (SMEs performance). Also, the interaction association was hypothesized to see the role of the government support policies on the relationship between the constructs.

The context of this study is supported by the resource-based view (RBV) theory which assumed that the firms' performance is influenced by its resources and capabilities. RBV explains that a firm's sustainable competitive advantage is reached by the virtue of unique resources being valuable, rare, inimitable, non-tradable, and non-substitutable (VRIN). Thus, EO, TO and CM are seen as an important factor that assures a long-term competitive advantage and the sustainability of the firm's resources and capabilities. The government support policies as an external environment of a firm constitute its dynamic capabilities which are an extension of the VRIN resource of the RBV theory. Furthermore, the six hypotheses in this study were empirically tested using

the Partial Least Squares-Structural Equation Model, SmartPLS 2.0. The result indicated support for four hypotheses, while the remaining two are not supported.

6.3 Discussions

Discussions in this section were carried out in accordance with the relevant theory and previous literature. The subsequent sections are structured based on research questions and objectives of the study.

6.3.1 Entrepreneurial Orientation and SMEs Performance in Nigeria

As discussed in the preceding chapters, EO is regarded as the entrepreneurial ability that demonstrate the propensity to which a business is entrepreneurially innovative, proactive, and competitively aggressive, encourages new ideas as well as undertake somewhat risky decisions in terms of exploiting new opportunities. The first research question in this study was to find out if there is a significant relationship between EO, TO CM and SMEs performance.

To answer this question, the first objective of the study was to examine if EO significantly influence SMEs performance. Hence, H1 hypothesized that EO is significantly related to SMEs performance. In line with most of the previous research (Al-Dhaafri et al., 2016; Herath & Mahmood, 2014; Kantur, 2016; Song & Jing, 2017), EO was expected to be significantly related to performance, contrary to the expectation, no evidence for this hypothesis (H1) could be detected.

The results shows that there is no significant relationship between the EO and SMEs performance at β=0.02, t-s=0.18, p=0.86, (see Table 5.13), therefore, the findings do not support hypothesis one. A similar result was found in previous studies. For instance, (Chow, 2006; Rosenbusch et al., 2013; Stam & Elfring, 2008; Tang & Tang, 2012; Yoon & Solomon, 2017) all reported a non-significant relationship between EO and performance.

Furthermore, the research posited that EO may facilitate SME performance as a resource commitment from the management allows for new opportunity exploration and subsequently improve new product development and open entry into new or existing market. Though resource commitment may accelerate firm performance temporarily, there may be losses or negative results in the long run when there is a strong inclination for high risk-taking and aggressive posture to maximize the possibility of exploiting potential opportunities that may prompt SMEs to venture into uncertain projects (Shan, Song, & Ju, 2015).

This suggest that EO dimensions may be difficult to put into action when potential opportunities posture significant challenges and uncertainties. In other words, the more SMEs perceive risk and uncertainty, the less they engaged in businesses that promised high returns (Tang & Tang, 2012). Additionally, EO oriented firms constantly engaged in seeking new opportunities that may not guarantee success, especially in terms of performance and financial achievements (Lumpkin & Dess, 2001).

Alternatively, this negative outcome might be attributed to the excessive application of the EO activities as a single response to the estimated competitive advantage which is likely to decrease SMEs profit and retained earnings. Yoon and Solomon (2017) advocated a theoretical argument that excessive use of EO can be destructive to performance as it leads firms to pursue risky projects zealously. Certainly, when EO is overemphasized, firms are more likely to make uncertain decisions in a rapid manner, hence the results may not be desirable. By embedding the relationship between EO and SMEs performance in the RBV theory, the researcher explicitly addressed the suggestion by Miller (2011) to link the EO construct more closely to the theoretical perspectives.

6.3.2 Technology Orientation and SMEs Performance in Nigeria

In order to answer whether TO is significantly related to SMEs performance, this study sought to find out if there is a significant relationship between technology orientation (TO) and SMEs performance, a corresponding objective was postulated to examine the relationship between TO and SMEs performance. In achieving this objective, hypothesis two was formulated and tested. H2 hypothesized that a significant relationship exist between technology orientation and the performance of a small and medium enterprise.

TO was described in the preceding chapters as a guiding principle that stresses the adoption and application of the state-of-the-arts technologies in new product development, improving existing ones and enhancing operational processes (Song & Jing, 2017). As an intangible resource of a firm, TO is about the process and knowledge connected with products and procedures which is also in line with the connotation of

the RBV theory that a competitive advantage is derived from the summation of strategically important resources.

The outcome of the study in Table 5.13 found TO as having a significant relationship on SMEs performance. Precisely, the effect of TO as revealed in the result with β=0.27, t-s =2.48, p=0.01 (Table 5.13) presents a significant positive effect on the performance of SMEs, thus, validating the empirical association between TO and SMEs performance. Therefore, objective two of this study was achieved by supporting H2. This study concurs with the previous studies that found a positive relationship between TO and firm performance (Aminu & Shariff, 2015; Amirkhani & Reza, 2015; Ho, Plewa, & Nhat, 2015; Kasim & Altinay, 2016; Mu & Di Benedetto, 2011; Odondo, Okibo, & Odhiambo, 2017; Pratono, 2016; Song & Jing, 2017; Spanjol, Qualls, & Rosa, 2011; Urban & Barreria, 2010).

The result of the study suggests that the SMEs that focus on TO and use it among the key business strategies in creating quality products and services are more likely to perform better. Additionally, the research results stress the significance of technologies to the enhancement of entrepreneurship activities. This may be true, because, SMEs generally take small and differentiated markets with specific market demands as their target markets. The primary goals of SMEs are to develop product design and applying technologies to meet the demands of target markets (Song & Jing, 2017; Kasim & Altinay, 2017).

This result is in accord with the RBV theory that emphasizes the use of internal resources and developing capabilities within the firm as a source of competitive advantage. (Hinterhuber, 2013; Ritthaisong et al., 2014). Ritthaisong et al. (2014) asserted that RBV was used to elaborate the substitution of resources to become the source of sustainable competitive advantage and to improve the firm's performance. Likewise, RBV views technology orientation as capabilities and resources of the firm that can influence performance (Pratono & Mahmood, 2015). This indicates that the strong role of TO on firm growth as found in the previous studies also applies in the context of the SMEs in an emerging country like Nigeria. Equally, this evidence is helpful to Nigerian SMEs in embracing new technologies as a retort to taking advantage of the customers before their competitors.

6.3.3 Contemporary Marketing and SMEs Performance in Nigeria

The next research question was to find out if there is a significant relationship between CM and SMEs performance in Nigeria. To answer this question, a corresponding objective was advanced to examine the relationship between CM and performance of SMEs. Thus, hypothesis three was outlined and tested. H3 hypothesizes that a significant relationship exists between contemporary marketing and performance of small and medium enterprise. It is worthy to note that CM is described as all marketing activities directed towards identifying, establishing, maintaining and enhancing the successful relationship with customers and other stakeholders in order to attain competitive advantage.

The findings indicated that a significant relationship exist between CM and SMEs performance. Specifically, CM was found to be significantly related to SMEs

performance at β=0.32, t-s=2.92, p=0.00 (see Table 5.13). Thus, H3 is supported as it is positively related to SMEs performance. This result also falls in line with previous findings (Adeniyi, 2011; Brodie et al., 2007; Coviello et al., 2006; Abu-Farha, 2016; Ibojo & Dunmade, 2016; Iyalla, 2015; Kuboye & Ogunlobi, 2013; Trang et al., 2016). Therefore, it is necessary for SMEs to embrace and include CM in their management portfolio, this also provide support for the theoretical assumptions of performance based on firms' valuable resources and capabilities as suggested by RBV.

Similarly, CM is crucial to SMEs in creating a sustainable competitive advantage through a commitment to customer satisfaction (Beleska-Spasova et al., 2011). The outcome of this study suggest that SMEs with a higher penetration of CM practice can enhance their customer satisfaction by pursuing and reacting to customers' needs and preferences, which in turn influence the firm performance. Based on the conception of RBV, the current study expounds that SMEs with contemporary marketing practice are more capable of generating profit due to their ability to consolidate resources towards customer satisfaction (Clulow et al., 2007). Consequently, SMEs owner-managers should adopt the culture of CM as it improves performance, especially, the SMEs in Nigeria can pursue CM practice in order to enhance their performance.

6.3.4 Moderating Effect of Government Support Policies

Government support policies are the blueprint or course of actions intended to influence and determine decision that stimulates growth performance of SMEs through its agencies. This can be achieved by providing enabling environment through entrepreneurial development, legislative framework, financial and fiscal support, infrastructural development and investment in technology, management, and marketing

practices among others (Ryu & Choi, 2011). The aim of the government support is to ultimately establish a viable, innovative and competitive SMEs.

In line with previous literature that reaffirm GSPs as providing indirect support for SMEs development (Abdymanapov et al., 2016; Bacq & Eddleston, 2016; Bo & Qiuyan, 2012; Hoang, 2016; Shariff et al., 2010), this study adopts GSPs as a moderator on the relationship between EO, TO, CM and SMEs performance. Based on this argument, the other research question was formulated; whether GSPs moderates the relationship between EO, TO, CM and SMEs performance. In line with these research questions, the fourth, fifth and sixth objectives of this study was to assess the moderating effect of GSPs on the relationship between EO, TO, CM and SMEs performance.

6.3.5 Moderating Effect of GSPs on the Relationship between EO and SMEs Performance in Nigeria.

To answer this research question, hypothesis four was formulated and tested using the PLS path modeling. H4 hypothesized that GSPs moderates the relationship between EO and SMEs performance. The result produced a significant moderating effect of GSPs on the relationship between EO and SMEs performance at β=0.14, t-s=1.65, p=0.10 (refer to Table 5.17), thus, H4 was supported. In other words, the statistical outcome proved that GSPs strengthen the relationship between EO and SMEs performance in Nigeria. Surprisingly, this result deviates from the outcome of the direct relationship that produced an insignificant relationship between EO and performance.

The positive influence of GSPs was not entirely unexpected as the current government in Nigeria has assigned a high precedence to SMEs to strengthen the sector so as to become a viable economic contributor. Many steps were taken by the government to form an entrepreneurial friendly environment by incorporating appropriate policy reforms and providing superior incentives to SMEs.

Furthermore, the disparity in the outcome of the direct and interacting variables has not come with many surprises as EO is consistent with the dynamic capabilities viewpoint which suggests that the resource-based strategy of accruing valuable resources is not enough to sustain significant performance in a turbulent and highly competitive environment, these relationships between entrepreneurial resources and performance are not always direct in such an environments (Covin & Slevin, 1989; Lan & Wu, 2010). Likewise, Lan & Wu (2010) maintained that without leveraging entrepreneurial resources through external intangible resources like GSPs, such resources do not determine performance in a rapidly changing environment. Therefore, in such an environment, firm resources can only be translated to superior performance through the logical reconfiguration processes of GSPs which is a vital resource according to RBV perspectives (Bacq & Eddleston, 2016). Bacq and Eddleston (2016) admitted that high entrepreneurially oriented firms are always sensing and monitoring their both internal and external environments so as to find new opportunities and source of support in order to strengthen their performance.

This study's theoretical underpinning is the RBV, which assumes that differential investments through firm's resource domain can contribute to its competitive advantage by crafting distinctive resource combinations. The RBV perspective suggests that firms

pursuing competitive advantage endeavor to develop resource combinations that are valuable, rare, inimitable, and non-substitutable (Backman, Verbeke, & Schulz, 2015). Portraying from the RBV, the researcher argued that the SMEs performance impact depends on its capabilities to attract the government support, engage stakeholders, and improve the return on investment and increase profits. The RBV recognized how the government support can be a key resource to SMEs, especially as they aim to grow into large firms. By attracting the government support, the RBV proposes that SMEs can accrue some specific advantages in the market and acquire the difficult-to-obtain resources. Therefore, RBV acknowledges how the government intervention can affect the firm performance in a positive manner (Bacq & Eddleston, 2016).

Support from the government agencies played a major role in hastening entrepreneurship adoption among SMEs particularly in developing economies. The government agencies seemed as a potential source of advice for SMEs on the use of the entrepreneurship systems. Given the nature of the SMEs sector in Nigeria and the challenges they faced, it is imperative to have a government led intercession and support instrument to upgrade and strengthen the sector to meet the expectations of the country. The previous studies mainly considered the various government support programs as external factors and reaffirm that the government support programs provide indirect support for SMEs.

Even though the studies on the moderating effect of the GSPs on the relationships between EO and SME performance is relatively scarce in the available literature, some studies are considered relevant in this discussions' section for the purpose of comparison. Precisely, Abdymanapov et al. (2016) established a relationship between

GSPs in the field of innovation performance of a firm. Likewise, Shariff et al. (2010) studied the moderating effect of government policy on entrepreneurship and growth performance of SMEs in Cambodia. Zehir, Can and Karaboga (2015) established a moderating effect of differentiated strategy and innovation on linking EO to the firm performance. In a nutshell, these studies as in the present thesis revealed that the relationship between EO and performance are rather assessed through some interacting mechanisms.

6.3.6 Moderating Effect of GSPs on the Relationship between TO and SMEs Performance in Nigeria

This research question was concerned with the moderating effect of GSPs on the relationship between TO and SMEs performance. Subsequently, to answer this question, objective number five was formulated to determine the moderating effect of GSPs on the relationship between TO and SMEs performance and based on the objective, H5 hypothesized that GSPs moderates the relationship between TO and SMEs performance.

As expected, the result on Table 5.17 shows that GSPs has an enhancing effect on TO-SME performance. Specifically, the outcome presents a significant moderating effect of GSPs on the relationship between TO and SMEs performance at β=0.11, t-s=1.99, p=0.05 (Table 5.17), thus, H5 was supported. This implies that there is a significant interaction of GSPs on TO and SMEs performance. This result is consistent with previous studies that produced a significant moderating effect of GSPs on TO and SMEs performance (Kasim & Altinay, 2016; Mugo, Muathe, & Waithaka, 2017; Odondo et al., 2017).

The significant effect of GSPs on TO-SMEs relationship can be attributed to the present government commitment to the development of SMEs and entrepreneurship activities by enhancing indigenous technologies. The various policies initiated by the government to improve the SMEs sector is in line with the "Economic Recovery and Growth Plan", of the Nigerian government with an emphasis on SMEs led growth in agriculture, manufacturing, energy, and technology (Satubo, 2016). Therefore, these initiatives encourage SMEs to be more technologically oriented. This result also concured with the positive direct relationship between TO and SMEs performance.

Furthermore, Kim, Kim, Suh, and Zheng (2016) submit that the moderating effect of GSPs, provides an indirect opportunity for SMEs technological advancement. The role of the government in supporting SMEs in the area of technology orientation is very vital because technology is considered as one of the significant factors contributing to the growth of national competitiveness. This demonstrates the commitment of the Nigerian government to empower start-ups and early stage SMEs, providing them with innovative solutions to the local challenges in the country.

As emphasized by RBV, TO, as a firms' valuable complex resource can lead to its superior performance when the accessibility of the GSPs are available. RBV acknowledges how GSPs can be a key intangible resource to SMEs. (Bacq & Eddleston, 2016). The SMEs technological capability is a major component in the RBV theory, indicating that a firm's TO can be a source of competitive advantage and subsequently improve the firm performance (Kocak et al., 2017). To this end, the results of this study suggest that the SMEs in Nigeria are more technology driven which leads to accessing the government supportive incentives.

6.3.7 Moderating effect of GSPs on the relationship between CM and SMEs performance in Nigeria

The last research question was to find out if GSPs moderates the relationship between contemporary marketing and SMEs performance in Nigeria. And to answer the question, objective number six was to examine the moderating effect of GSPs on the relationship between CM and SMEs performance, thus, H6 hypothesized that GSPs moderates the relationship between CM and SMEs performance.

Interestingly, the results on Table 5.17 establishes a negative shift in a virtual importance of GSPs, which leads to a non-moderating effect of GSPs on the relationship between CM and SMEs performance. Specifically, the result produced β= -0.14, t-s=0.53, p=0.60 (Table 5.17), indicating that H6 is not supported. These findings correspond with prior studies (see Ahmed & Ojong, 2014; Eniola & Entebang, 2015; Hadiyati, 2015; Okpara, 2011; Osuagwu et al., 2016), all suggesting that the government has less emphasis on the marketing aspect of SMEs. Moreover, the result contrasts with the outcome of the direct relationship between CM and SMEs performance that produced a significant positive relationship.

Nevertheless, the lack of a significant moderating effect of GSPs on CM and SMEs performance is not trivial for investigative research in a new domain such as relationship marketing and entrepreneurship, particularly in an emerging country context. The insignificant effect of GSPs on the relationship between CM and SMEs performance can be as a result of inadequate information and communication technology (ICT) infrastructure, minimal interconnectivity between current system, and lack of IT human resources and marketing management skills, highlighting that the

government policies were not directed towards enhancing the CM practice in Nigeria (Ahmed & Ojong, 2014; Olomu & Irefin, 2016).

This current study's position, therefore, is that many SMEs, particularly in the northeast, Nigeria do not gain adequate support in spite of the existence of numerous policy programs at the national level to support the sector. Though, it can be stressed that the present administration has indicated its strong commitment to and interest in SMEs development, the intention has not been translated into effective action, especially in the areas of improving services and customer relationship management that form the tenants of CM, as most of these policies are targeted on the areas of financing and entrepreneurial awareness creation among SMEs (Eze et al., 2016). Similarly, the accessibility of most of the agencies involved at the level of individual SMEs is actually limited and fragmented. On the basis of these findings, the difficulty in accessing marketing support programs by SMEs is postulated as another explanation for the lack of moderating effect of GSPs on the relationship between CM and SMEs performance (Okpara, 2011).

Another possible explanation for the lack of support could be attributed to the fact that SMEs' supporting agencies and most of their activities are centralised, mainly located in Abuja, the Federal Capital Territory. The state and regional branch networks are very scanty, hence, SMEs in the northeast apparently located in a highly undeveloped region couple with the BH insurgency could not easily access the support services provided by these agencies. Therefore, the level of accessibility of the GSPs in the area of marketing has been inadequate for the SMEs in the less developed areas such as the northeast Nigeria.

Decisively, the supportive government policies are those that encourage SMEs to carry out their businesses more effectively and efficiently so as to improve their ability to be more innovative and to increase productivity for viable economic development of the nation. Likewise, an ill-prepared government policy dampens the prospects for conducting business activities and reduce a nation's chances of actualizing it potentials in terms of employment generation, wealth creation as well as overall social cohesion. Mugeni, Wanyembi and Wafula (2012) noted that both in advanced and emerging countries, favourable government policies are critical for SMEs performance. Ngugi and Mutai (2014) found that GSPs play an important role in the growth of SMEs. The authors stressed that an effective GSPs creates an enabling environment for SMEs growth hence ensuring competitive advantage.

This study confirmed that GSPs as a dynamic moderating factor have a potential influence on the relationship between EO, TO and performance of SMEs in Nigeria and offers a supplementary evidence for RBV perception. In a resource-based view (RBV) of a firm, the dynamic capabilities approach implies that EO and TO can be a source of competitive advantage and above-average performance. In this regard, SMEs in Nigeria are inspired to combine their intangible internal resources such as EO and TO with the intangible external resource (GSPs) in order to realize a competitive advantage that translates into firm performance and profitability. The results of this study provide practical, theoretical and methodological implications. These implications are discussed in the following sections.

6.4 Implications of the Study

The governments, policymakers, practitioners and scholars in the field of entrepreneurship and strategic management have devoted many efforts towards identifying determinants of SMEs development and other factors capable of influencing their performance. This research work has offered a new frontier of knowledge and understanding of other determinants of SMEs performance, especially in the context of Nigeria. The outcomes of this study provide significant practical, theoretical and methodological implications as discussed further.

6.4.1 Practical and Managerial Implications

SMEs have gained an increasing attention as a valuable contributor to the economy of both advanced and emerging countries around the globe. The sector is viewed as playing a vital role in the areas of job creation, poverty reduction, income generation, capacity utilization and actualizing youth and women potentials. Regulatory agencies, policymakers and other stakeholders should have to devise a series of efficient policies that would promote SMEs development. The Nigerian government and other stakeholders ought to recognise that their decisions concerning SMEs have a direct consequence on the economy of the country. In this regard, therefore, it is pertinent to identify what regulators, policymakers and other stakeholders should do to improve the growth and performance of the SMEs in Nigeria.

Drawing from the literature reviewed, it was identified that the SMEs in Nigeria are performing below average. Among the reasons advanced for the poor performance includes infrastructural decay, entrepreneurial and marketing inability, limited application of technology and unfavourable competition from foreign goods and

services (NBS & SMEDAN, 2013; Ndumanya, 2013). Though the government has various programs and support policies to promote SMEs (SMEDAN, 2013), however, the coordination of implementation among these agencies is still ineffective largely due to inadequate ability to coordinate these various government agencies with different priorities and responsibilities in assisting SMEs. It is also observed that no systematic step has been taken to coordinate, assemble or analyse the situation of SMEs in Nigeria. Additionally, lack of awareness may be another reason most of the SMEs owner-managers are not benefiting from these supports programs. In some cases, those that are known are not harmonized to guide the SMEs, and hence, are still not patronized. This indicates that there is a need for the government to improve coordination among these agencies and make them well-known to the SMEs owners-managers through media publicities, workshops and other capacity building programs.

Furthermore, in Nigeria, GSPs are considered as an important factor in improving SMEs performance. In the current times of economic crisis, due to the fall in oil prices and the resulting devaluation of the Naira (Nigerian currency), the budget of Nigerian government is experiencing an acute shortage of financial resources. In such situations, indirect methods of government support for SMEs should be a priority because they require much lower budget costs compared to direct financing and may cover a much greater range of entrepreneurial activities. Even with minimal resources, a rational government program to stimulate SMEs might allow the country to take a leading position in the global entrepreneurial and technological development. Therefore, the government and other policymakers should consider the indirect support system that will encourage entrepreneurial activities among the SMEs in Nigeria.

The indirect benefits can be realize first, by reducing tax base and tax rates which comprises the introduction of differentiated industry tax rates depending on the sector of the economy; taxation of the final product; removal of VAT charges at early stage of the new product cycle; and tax holidays for a number of years. Additionally, the government can stimulate SMEs by using favourable measures in terms of maturity and interest rates on bank loans and provision of the government benefits (preferences) to commercial banks, including the introduction of the practice of compensation of interest on loans for development and adoption of new technology by SMEs until their commercialization; financing of innovative enterprises in the form of public investment and budget loans; and lease payments for the purchase of new technological equipment, including imported ones.

Furthermore, the empirical outcome of this study could be used as a policy tool by policymakers and regulators for SMEs development programs. Novel policy interventions on partnership and competence-building through strategic alliances, joint ventures and unions should be innovative as globalisation and emergence of knowledge have made traditional policy ineffective. It is more important to focus on capacity building and capability development rather than economies of scale as the future growth will be powered by innovation-driven and skilled-based economy. Government should focus on the key areas of human capacity building on EO, TO and CM to strengthen SMEs sectors and make it a viable economic contributor

First is the to help SMEs catch up with the era of intense competition and globalisation, the government through SMEDAN and other related bodies should strengthen the training and development in entrepreneurial orientation, ICT applications, technical

competence and innovative capability. As SMEs sector continues to grow, there is an urgent need to accelerate such development in order to encourage people to venture into entrepreneurship and innovation to kick-start higher growth and employment generation (Enielo, 2014). Osunde (2004) emphasized that it is possible to nurture entrepreneurship, technical field and innovation skills to strengthen the competence of SMEs in Nigeria.

To be more effective in modern marketing practice, entrepreneurial and technology oriented, SMEs should be selected and groomed to undergo entrepreneurship and technical hands-on workshops and seminars led by successful, prominent and dynamic entrepreneurs and run by entrepreneurship and small business development agencies such as SMEDAM, Central bank of Nigeria (CBN), Entrepreneurship Development Canter (EDC) among others. In addition, it is equally important for the SMEs development agencies through institutions of higher learning to operate business programs with student-run businesses to foster entrepreneurial spirit and drive (Obaji & Olugu, 20i4; Somoye, 2013). Internship stints at local established SMEs should be conducted for students to immerse them into the real world of entrepreneurship and SMEs development, thus providing for the development of student-entrepreneurs networks. It is essential to attract young, educated minds to venture into business after their graduation.

With the mammoth unemployed graduates in Nigeria, the young graduates will have the drive and willingness to take risks and embrace failures for high returns as Nigeria is blessed with abundance of opportunities. But there is a need for a mindset leap to change the cultural stigma and social perceptions of SMEs and entrepreneurship from

being 'second choice' where corporate cast-offs and dropouts have to go, to something more attractive that graduates that are fresh out of university, bursting with brilliant ideas and burning entrepreneurial spirit to do and get a career head-start in chosen sectors. This means small enterprises should be an organisation that is opportunity seeking and exciting and to some extent risk taking.

Additionally, support for SMEs to engaged in the production and distribution of innovation, including monitoring of status and trends of development of SMEs in terms of organization and implementation of research and analytical work; implementation of an affiliate program for the development of SMEs at the state and local government levels with a purpose to develop innovative entrepreneurship, including the single-industry towns, through the combined efforts of large investors, financial institutions and the government.

Likewise, from the managerial perspective, the findings of this study and other previous literature suggest that EO is an important factor that influence SMEs performance. This study empirically established that with moderate government support, EO can generally contribute to the performance of the SMEs in Nigeria. Therefore, SMEs owner-managers are encouraged to recognise the significance of EO in enhancing the performance of their firms. Nevertheless, it is also worthy to note that overemphasis on EO may affect firms in a negative way which results in poor performance. In other words, the direct relationship between EO and firm performance may produce a curvilinear result (i.e., positive until a certain level of EO is reached, and subsequently negative). Based on Yoon and Solomon (2017), this study suggested that SMEs owner-

managers should have sufficient managerial structure and regulation to lead high-risk entrepreneurial projects in an untried technologies, products, or services.

Furthermore, the outcome of the study indicates that a significant impact on SMEs performance can be achieved by managing TO which focuses on pursuing the state-of-the-arts technologies to develop new products and improve on existing ones. The results urged SMEs owner-managers to cultivate a technology oriented culture that supports a holistic view of the sector. Consequently, SMEs owner-managers should be mindful that TO plays a dynamic role that can stimulate performance. Though TO is important in influencing SMEs performance, it is more imperative when related to GSPs to attain greater performance. In practical terms, developing a TO culture to produce goods and services combined with a focus on quality and technological superiority, apparently support SME's growth which in turn improve performance. Therefore, the SMEs owner-managers in Nigeria should focus on the long-term technological approach to ensure uniqueness of their products and services.

Likewise, the results of this study found CM as directly related to SMEs performance, though the moderating effect of GSPs on CM and SMEs performance was not supported in this study. This suggest that SMEs that directly adopts CM practice can achieve high performance. Therefore, to improve the level of SMEs' performance, owner-managers should pay more attention to customer relationship management (CRM) which will lead to better performance and subsequently improves their profitability. To increase the level of CM, SME owner-managers in Nigeria need to have a better understanding and vital information of their markets, customers, and competitors. This information will assist SMEs to increase customer service, sales growth, market share, competitive

advantages and profit by providing superior value to customers that translate into superior performance.

In a nutshell, as stated at the beginning of this study, the blend of EO, TO and CM as independent determinants might be necessary to explain the puzzles of SMEs performance in Nigeria. The study ascertains that EO, TO and CM, viewed as organization's intangible resources and capabilities are critical in generating competitive advantage of a firm. Furthermore, the moderating role of GSPs, as an external resource of a firm suggest the level of assistance the Nigerian government could provide to SMEs so as to improve their performance and make the sector a viable economic contributor.

Therefore, these constructs should be regarded as matching resources, which directly influence SMEs performance. These elements are very different in nature; concentrating on one may not produce better results, thus, an effective blending of these elements is very crucial for SMEs to be more resourceful. SMEs owner-managers especially, in Nigeria should combine these factors in the right direction to achieve a greater economic outcome, which could, in turn, lead to a superior performance. Therefore, this study supports the argument that the bundles of firm resources are major sources of competitive advantage that will lead to SMEs performance.

6.4.2 Theoretical Implications

The conceptual framework of this study as detailed in chapter three was built in line with theoretical and empirical gaps identified in the intense literature reviewed. The hypothesized model was supported and underpinned by the resource-based view theory.

Based on the research findings and the discussions, the study has made theoretical implications to the research of SMEs performance through the entrepreneurial orientation, technology orientation, contemporary marketing with the moderating effects of government support policies. This study has 6 hypotheses and out of this, four hypotheses are supported, while the remaining two, one each on the direct and interaction relationship are not supported. The findings are useful for researchers, policymakers and practitioners:

Primarily, this study provided novel contributions to the literature regarding the development and performance of small and medium enterprises. This study made theory contribution to the effectiveness of performance measurement in SMEs in terms of both financial and non-financial performance.

Prior investigations on SMEs' performance have studied a number of strategic management variables on SMEs performance (Ajayi, 2016; Al-Dhaafri et al., 2016; Alegre & Chiva, 2013; Cadogan et al., 2016; Chavez, Yu, Jacobs, & Feng, 2016; Gregory, Ngo, & Karavdic, 2017; Hao & Song, 2015; Kasim & Altinay, 2016; Kreiser et al., 2013; Magaji et al., 2017; Odondo et al., 2017; Shan, So, & Ju, 2015; Sok et al., 2017; Song & Jing, 2017; Stam & Elfring, 2008; Yoon & Solomon, 2017). Nevertheless, the combination of EO, TO, and CM in a single model as strategic variable influencing SMEs' performance is relatively limited, especially in the African continent, and particularly in Nigeria. Based on this argument, the structural relationships between EO, TO, and CM as an important determinants that affects performance was examined in a single model. The outcome indicated that EO, TO and CM have a significant impact on firm performance.

The study further added to the frontier of knowledge on the importance of GSPs in strengthening the relationship between the variables and SMEs' performance. The study is the first to incorporate the moderating role of GSPs on the relationship between EO, TO, CM and SMEs' performance in Nigeria. Most previous studies produced inconsistent results. The inconsistent and/or weak findings in previous studies inspired the adoption of GSPs as a moderator, therefore, replicating such studies is justified.

Furthermore, the findings of this study make another expected contribution to the RBV, strategic management, and entrepreneurial literature by clarifying the role of dynamic capabilities perspective, which extend, modify or create new resources, capabilities and skillsets of SMEs. In today's fast-growing business environment, SMEs require the acuity of singular focus on core industries and the dexterity to response rapidly and capture potential opportunities to invent innovative products or implement new solutions for existing ideas. Thus, this study contributes to the RBV by suggesting empirical evidence to support the assumptions of the theory. The RBV advance that the performance of firms is influenced by the firm's bundle of intangible and tangible resources. In the context of this study, EO, TO, CM and GSPs are viewed as a firm's specific resources and capabilities.

Additionally, the previous literature revealed that the studies on SMEs' performance in emerging economies such as Nigeria are still relatively limited. This suggests that most of the studies have been conducted in the advanced countries and some developing nations on the Asian continent (see Alegre & Chive, 2013; Chen et al., 2016; Deshpande et al., 2013; Kreiser et al., 2013; Lechner & Gudmundsson, 2014; Yaacob et al., 2016). This indicates that not much attention was given to the African countries, like Nigeria.

Equally, even in the aforesaid countries, a large number of studies have focused on the large enterprises (Herath & Mahmood, 2013; Wales et al., 2013). Consequently, by carrying out this study in an emerging nation like Nigeria, it is anticipated that this will bridge the paucity and improve the understanding of the SMEs' performance in African and other developing countries. Conversely, the huge number of studies on SMEs have concentrated on one sector of SMEs rather than the entire population (Long, 2013; Polat & Mutlu, 2012; Tang & Tang, 2012). Therefore, this current study is among the few ones that considered the entire SMEs sector in Nigeria.

Decisively, the findings of the current study supported the theoretical framework for small and medium enterprise management which is based on the five-core metrics of EO, TO, CM, GSPs and SMEs performance with six hypothesised relationships. It is a generic orientation which can be applicable to all SMEs sectors. In other words, the performance of SMEs hinges on the development and realignment of the five-key metrics, conceptualised in the integrative model as a legitimate path. Generally, this is a thrifty, integrative model.

6.4.3 Methodological Implications

In addition to the practical and theoretical contributions, the present study enormously added to the body of knowledge from the methodological viewpoints. The foremost methodological contribution of this work concerned with the assessment and measurement of the two exogenous constructs of EO and CM. Majority of previous researchers often conceptualize EO and CM as multidimensional constructs, with each of their dimensions individually influencing the performance (Chen, Zou, & Wang, 2009; Lan & Wu, 2010). Alternatively, others (see Lin & Wu, 2014) often measures

the concept by adding up the indicators of several dimensions to the main constructs as a reflective model. In the first example, the conceptualization obviously ignored the logical sequences and hierarchical processes of those phases of dimensions. While in the second case, the method is a concern with what has been termed as a "*bottom-up approach*" (Hair, Sarstedt, Pieper, & Ringle, 2012; Hair, Ringle, & Sarstedt, 2013).

Conversely, the setback of the bottom-up method is that the information of different dimensions is combined into a general construct, as such the measures may give inaccurate outcome as they are meant to measure different abstraction of the major construct. For example, risk-taking and competitive aggressiveness are two distinct dimensions of EO, likewise, transaction marketing and e-marketing dimensions of CM, therefore, their respective items cannot be used interchangeably. Similarly, as these first-order constructs, for instance, risk-taking and competitive aggressiveness are formative concepts to the second-order construct (EO), thus combining their reflective indicators to the construct is entirely erroneous and inappropriate. For example, Hair et al. (2012b) asserted that about 55.26% of previous studies inappropriately applied reflective criteria to evaluate formative measure.

Consequently, to avoid the methodological inappropriateness, the EO and CM models of this study was measured as the reflective-formative type (Hair et al., 2012a). The study employed the repeated indicator approach (see Figure 5.3), thus, repeating all indicators of the first-order constructs (dimensions of EO and CM) on the second-order construct to obtain the latent variable scores of these dimensions (Ringle et al., 2012). Thus, the latent variable scores of each first-order construct were then used as formative indicators for EO and CM (see Figure 5.4) as suggested by Hair et al. (2014) and Ringle

et al. (2012). Based on the aforesaid criterion, the dimensions for both EO and CM were found to be both relatively (in terms of outer weight) and absolutely (in terms of outer loadings) important to the constructs as can be seen in Table 5.12. Therefore, the current study contributed methodologically by appropriately assessing the EO and CM models together with their logical sequence dimensions, the practice of which is not very common in the available literature, especially in strategic management and marketing fields (Hair et al., 2012a; Hair et al., 2012b). The study shades more lights on how to evaluate the reflective-formative type appropriately.

Another methodological contribution of this study is concerned with the measurement scales. The measurement scales of the constructs used in this study were adapted from previous researches as discussed in the operationalization section. Therefore, replicating similar study in another context is justified to confirm the reliability and validity (Frank, Kessler, & Fink, 2010; Long, 2013). The present study modified the adapted measures by removing all irrelevant items and adding relevant items in order to really capture the context of the study as suggested by Cook and Campbell (1979). By adding the relevant items and removing the irrelevant ones from the original scale, this study purified and tested the measures in the Nigerian context, which is culturally different from the setting in which these measures are originally developed.

Lastly, in view of the suggestions of some researchers (Hair, Ringle, & Sarstedt, 2011; Hair et al., 2014) for studies that are concerned with formative construct, as well as a complex structural model in which many constructs and indicators are incorporated, the PLS-SEM is the most suitable method for their data analysis. Thus, as against the somewhat conventional practice of some previous studies that is concerned with both

formative model and complex structural model, and yet employed the CB-SEM for their analysis (Pavlou & Sawy, 2011; Walter, Auer, & Ritter, 2006; Wu, 2006), the present study employed the PLS-SEM, which is more appropriate considering the model specification. To this end, this study contributed to our understanding, particular, when using complex structural model, or a study in which formative and reflective models are included.

6.5 Limitations and Direction for Further Studies

Although the current study answers the questions drawn in chapter one, interpretation of the findings should give cognizance to the study's limitations. First, there may be regional bias in the sample of this study which consists of the SMEs based in the northeast region of Nigeria. According to the SMEDAN 2013 report, northeast accounts for of 8,662 SMEs from which a sample of this study was drawn, which may not necessarily be representative of the entire population. Besides, the focus on the northeast region, as opposed to the national sample for the whole of Nigeria is justified on the basis of convenience (proximity to the researcher), and the time and cost constraints. Secondly, sectorial bias may exist, as the major SMEs in the study area which consists of service, retail, and manufacturing firms. A sample drawn randomly from the underlying population of SMEs would tend to favour general business firms. To reduce the sector bias, the number of agro-based and mining firms in the sample would be increased to offset the composition of the population.

Equally, there remain a number of unexplained but important factors that should be incorporated to identify the causal relationship among the variables and their relative explanatory power. Finally, this research relies on a single method of data collection

using questionnaire. The Respondents, in this case, may not always be willing to answer questions accurately, hence the outcome may not be consistent or truly measuring the constructs. However, the researcher has reasonable confidence in the accuracy of the data collected using this method.

Directions for future research should consider the conceptual and methodological limitations of this study. First, SMEs characteristics such as sizes, gender, types of business, innovativeness among others should be further explored; this may suggest meaningful perspectives for understanding how individual similarities and differences affect the performance of SMEs. The limitations of a cross-sectional research method may be overcome if longitudinal studies are used to collect data and describe the patterns of change and the direction and magnitude of causal relationships between variables of interest.

Additionally, this research model was able to explained only 34% R^2, which means there are other variables that could explain the remaining 66%. The low R^2 value on the relationship suggest that other constructs may have a stronger relationship with the criterion variable. To overcome this limitation, it is recommended that future studies be conducted on other variables such as personal values, self-efficacy, managerial structure, learning orientation and customer orientation among others on SMEs performance in Nigeria. Lastly, future studies could examine whether variables such as societal and task environmental factors influence the performance of SMEs.

6.6 Conclusion

In conclusion, the current study has offered an added evidence to the frontier of knowledge regarding the moderating role of government support policies on the relationship between entrepreneurial orientation, technology orientation, contemporary marketing and the performance of the small and medium enterprises in Nigeria. The outcome of this study provided support to the key theoretical propositions. Specifically, the present study has successfully answered all of the research questions and objectives in spite of some of its limitations. Although there have been numerous studies examining the underlying causes of SMEs performance, however, the present study addressed the theoretical gaps by incorporating CM as independent variable and GSPs as a significant moderating variable.

This study also lends theoretical and empirical support for the moderating effect of GSPs on the relationship between EO, TO, CM and SMEs performance. The study further managed to assess how GSPs theoretically moderates the relationships between the exogenous and endogenous variables. The theoretical framework of this study has also added to the domain of entrepreneurship and small business management literature by examining the influence of EO, TO, CM, and GSPs based on the RBV perspective as the variables are considered as organization's internal and external resources.

In addition to the theoretical contributions, the results of this current study also provide some important practical implications to the policy-makers, government agencies, regulators and SMEs owner-managers. Furthermore, in view of the limitations of this study, directions for future research were suggested. Categorically, the present study has added valuable theoretical, practical, and methodological ramifications to the

increasing body of knowledge in the field of strategic management, particularly to small and medium businesses in the areas of entrepreneurship, and marketing.

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APPENDICES

Appendix A: Questionnaire

Research Title: The Relationship between Entrepreneurial Orientation, Technology Orientation and Contemporary Marketing on Small and Medium Enterprise Performance in Nigeria: The Effect of Government Support.

Target Respondents: SME OWNER-MANAGERS

Dear Sir/Madam

I am a PhD (Entrepreneurship) research student from the School of Business Management, College of Business. I am conducting a research on the topic as mentioned above under the supervision of Assoc. Prof. Dr. Ooi Yeng Keat assisted by Dr. Shamsul Huda binti Abd Rani. Attached here with, a self- explanatory questions that will take a little much of your time to answer. Your kind cooperation, participation and response to this survey questionnaire is highly appreciated and all data will be kept confidential for research purpose only. Please feel free and answer all questions honestly and objectively as possible, as this will contribute towards the achievement of the purpose of this study.

Please do not hesitate to contact the researcher for any enquiry or clarification related to the questionnaire.

Thank you.

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Section A

Please tick (√) as appropriate.

1.	Please indicate your educational level □ Secondary School Certificate □ Diploma □ BSc/HND □ Master Degree □ PhD □ Others (specify)
2.	Your job position in the enterprise □ Owner □ Owner/manager
3.	Enterprise location □ Adamawa □ Bauchi □ Borno □ Gombe □ Taraba □ Yobe
4.	Which best describe your core business sector? □ Agro base (Agriculture) □ Manufacturing □ Retail □ Services □ Solid minerals □ Wholesale □ Others. Please specify_____
5.	How long have you been in business □ < 1 year □ 1-2 years □ 3-5 years □ 6-10 years □ >10 years
6.	Number of employees in your enterprise □ 11-20 □ 21-49 □ 50-100 □ 101-199
7.	Total assets of your enterprises (million Naira) excluding land and building □ N5-N10 □ N11-N20 □ N21-N30 □ N31-N40 □ N41-N50 □ N51-above
8.	You believe the government has a clear vision, strategies and policies to promote SMEs? □ Yes □ No
9.	You believe promoting SMEs is a priority to the government? □ Yes □ No

Section B: Entrepreneurial Orientation

The following statements describe the extent to which your enterprise is entrepreneurial in terms of the EO dimensions of innovativeness, proactiveness, risk-taking, competitive aggressiveness and autonomy.

Please circle accordingly from 1 to 7 that matches your view or level of agreement in each question.

1 = Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

1.	Our enterprise promote creative thinking in searching for new processes, techniques, and/or product idea.	1	2	3	4	5	6	7
2.	In our enterprise, top management is innovative and take creative decisions to difficult problems.	1	2	3	4	5	6	7
3.	In our enterprise, top management believe in developing new product and services.	1	2	3	4	5	6	7
4.	Our enterprise think that bold and wide-ranging acts are needed to achieve our goals.	1	2	3	4	5	6	7
5.	Our enterprise sometime emphasize risk-taking instead of being careful	1	2	3	4	5	6	7
6.	In our enterprise the term "risk-taking" is considered as a positive attribute	1	2	3	4	5	6	7
7.	Our enterprise is intensely competitive.	1	2	3	4	5	6	7
8.	Our enterprise take bold approach when competing.	1	2	3	4	5	6	7
9.	Our enterprise typically adopts a very competitive "undo-and out-maneuver the competitors" posture.	1	2	3	4	5	6	7
10.	Our enterprise always try to take the initiative in every situation..	1	2	3	4	5	6	7
11.	Our enterprise identify opportunities in the market and response promptly.	1	2	3	4	5	6	7
12.	Our enterprise initiate actions to which other respond.	1	2	3	4	5	6	7
13.	In our enterprise, employees are permitted to act and think without interference.	1	2	3	4	5	6	7
14.	In our enterprise, employees are given freedom and independence to decide on their own how to go about doing their work.	1	2	3	4	5	6	7
15.	In our enterprise, employees are given freedom to communicate without interference	1	2	3	4	5	6	7
16.	In our enterprise, employees are given authority and responsibility to act alone if they think it to be in the best interests of the business.	1	2	3	4	5	6	7
17.	In our enterprise, employees have access to all vital information.	1	2	3	4	5	6	7

Technology Orientation

The following statements describe the technology orientation that takes place in your enterprise in terms of technological ability and innovative capability to improve on existing product or developing new product/procedures.

Please circle accordingly from 1 to 7 that matches your view or level of agreement in each question.

1= Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

1.	Our enterprise is very active in developing new technologies	1	2	3	4	5	6	7
2.	We intend to develop new technologies in order to respond to the changing expectations of our customers	1	2	3	4	5	6	7
3.	Our enterprise has built a large and strong network of relationships with suppliers of technological equipment.	1	2	3	4	5	6	7
4.	Our enterprise allocate resources for research and development in the area of technology.	1	2	3	4	5	6	7
5.	We have better technological knowledge than our competitors	1	2	3	4	5	6	7
6.	Our product development programs are more ambitious than our competitors	1	2	3	4	5	6	7
7.	Our enterprise acquire and uses technologies to position itself ahead of competitors	1	2	3	4	5	6	7
8.	Our enterprise frequently improves internal processes such as speed, reliability and information management	1	2	3	4	5	6	7
9.	Our enterprise believe spending on research and development will be a major priority for new products	1	2	3	4	5	6	7
10.	Our enterprise allocate resources for investments in latest technologies and future forecasted technological changes	1	2	3	4	5	6	7

Contemporary Marketing

The following statements describe the extent to which your enterprise adopt the contemporary marketing dimensions of transaction marketing, database marketing, network marketing, e-marketing and interaction marketing.

Please circle accordingly from 1 to 7 that matches your view or level of agreement in each question.

1= Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

1.	Our enterprise purpose is to generate profit or other financial measures.	1	2	3	4	5	6	7
2.	Our enterprise meet with our customers mainly at a formal business level	1	2	3	4	5	6	7
3.	Our enterprise marketing activities are intended to attract new customers	1	2	3	4	5	6	7
4.	Our enterprise marketing planning is focused on our product/brand/service offering	1	2	3	4	5	6	7
5.	Our marketing resources are invested in the 4 Ps of marketing	1	2	3	4	5	6	7

6.	Our marketing activities are intended to create and retain existing customers	1	2	3	4	5	6	7
7.	When dealing with our market, our attention is on acquiring customer information	1	2	3	4	5	6	7
8.	Our contact with our primary customer is somewhat personalized	1	2	3	4	5	6	7
9.	When a customer buys our products, we believe they expect some future personalized contact	1	2	3	4	5	6	7
10.	Our marketing resources (e.g. people, time, money) are invested in technology to improve communication with our customers	1	2	3	4	5	6	7
11.	Our communication is targeted at specifically identified segments	1	2	3	4	5	6	7
12.	Our marketing activities are intended to coordinate activities between ourselves, customers and other parties in our wider marketing system	1	2	3	4	5	6	7
13.	Our marketing planning is focused on the network of relationships between individuals and organisations in our wider marketing systems	1	2	3	4	5	6	7
14.	When dealing with our market, our focus is on forming a strong relationships with a number of organizations in our market(s) or wider marketing system	1	2	3	4	5	6	7
15.	When a customer buys our products, we believe they expect ongoing one-to-one personal contact with people in our organisation and wider marketing system	1	2	3	4	5	6	7
16.	Our marketing resources (e.g. people, time, money) are invested in developing our organization's network relationships within our market(s) or wider marketing system	1	2	3	4	5	6	7
17.	Our communication is through senior managers networking with other managers from a variety of organizations across the market or wider marketing system	1	2	3	4	5	6	7
18.	Overall, our general approach to our primary customers involves positioning the firm in a wider organisational system/network	1	2	3	4	5	6	7
19.	When dealing with our market, our purpose is to create information generating dialogue with many identified buyers	1	2	3	4	5	6	7
20.	Our enterprise use technology to communicate with and possibly among many individual customers	1	2	3	4	5	6	7
21.	Our enterprise contact with our primary customers is interactive via technology such as internet	1	2	3	4	5	6	7
22.	The type of relationship with our customers is characterized as technology-based interactivity that is ongoing and real time	1	2	3	4	5	6	7
23.	Our marketing activities is intended to create two-way technology-enable dialogue with our customers	1	2	3	4	5	6	7
24.	Our marketing planning is focused on managing information technology	1	2	3	4	5	6	7
25.	Our marketing communication involves individual at various levels in our organization personally interacting with their individual customers	1	2	3	4	5	6	7
26.	Our enterprise relationship with customers is interpersonal interaction that is ongoing	1	2	3	4	5	6	7
27.	Our enterprise meet with our customers at both a formal business level and informal social level on a one-to-one basis	1	2	3	4	5	6	7
28.	Our marketing activities are intended to develop cooperative relationship with our customers	1	2	3	4	5	6	7
29.	Our marketing resources are invested to establish and build personal relationship with customers	1	2	3	4	5	6	7

Section C: Government Support

The following statements describe the extent to which your enterprise enjoys government support.

1 = Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;

5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

1.	Government support for the provision of incentives on innovation and R&D among SMEs will encourage our enterprise to enhance its operation	1	2	3	4	5	6	7
2.	Government's provision of enabling environment will encourage us to engage in innovative and creative ideas	1	2	3	4	5	6	7
3.	Government's commitments towards SMEs development encourage our enterprises to explore more risky opportunities.	1	2	3	4	5	6	7
4.	Government invest heavily in technological R&D and provide incentives for SMEs to be more innovative	1	2	3	4	5	6	7
5.	Relevant government agencies assist SMEs in maintaining and expanding their businesses through the provision of soft loans training and capacity building	1	2	3	4	5	6	7
6.	Our enterprise have engage in government initiative on commercialization of R&D results, upgrade and enhance the application of indigenous technologies through technology business incubation	1	2	3	4	5	6	7
7.	Our enterprise enhances its operation with adequate infrastructure provide by government to support e-marketing	1	2	3	4	5	6	7
8.	Our enterprise enjoyed incentives from government in the areas of technology enhancement, provision of stable electricity and up to date ICT training in order to maintain our customer database	1	2	3	4	5	6	7
9.	Our enterprise collaborate with others (networking) in order to enjoy some incentives from government.	1	2	3	4	5	6	7
10.	Government support programs to facilitate SMEs growth through low-interest funding improve organizational performance.	1	2	3	4	5	6	7
11.	Government provide tax incentives (for exporters and promotion of "made in Nigeria" goods.	1	2	3	4	5	6	7
12.	Provision of adequate infrastructure (power, transportation, technological equipment, ICT) improves SMEs performance	1	2	3	4	5	6	7
13.	Banning importation (of certain goods) by government can stimulate our enterprise to explore the opportunities in the market	1	2	3	4	5	6	7

Section D: Performance

Please score the following performance measures in terms of their **importance** to your business and your **satisfaction** with your business' performance over the last three years:

1 = Strongly disagree; 2 = Somewhat disagree; 3 = Slightly disagree; 4 = Undecided;
5 = Agree Slightly agree; 6 = Somewhat agree; 7 = Strongly agree.

1.	Our enterprise's return on investment has improved in the last three years.	1	2	3	4	5	6	7
2.	Our enterprise's net profit has increased in the last three years.	1	2	3	4	5	6	7
4.	Our enterprise's market share has improved in the last three years.	1	2	3	4	5	6	7
5.	Our enterprise's product/service cycle time has increased in the last three years.	1	2	3	4	5	6	7
6.	Our enterprise's customer services level has improved in the last three years.	1	2	3	4	5	6	7
7.	Our enterprise's technological utilization has improved in the last three years.	1	2	3	4	5	6	7
8.	Our enterprise's resource utilization has improved in the last three years.	1	2	3	4	5	6	7
9.	Our enterprise's sales growth has increased in the last three years.	1	2	3	4	5	6	7
10.	Our enterprise's sales volume has increased in the last three years.	1	2	3	4	5	6	7
11.	Our enterprise's image/reputation has increased in the last three years.	1	2	3	4	5	6	7

Thank you for your co-operation

Appendix B: Total Variance Explained (CMV)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	45.796	57.969	57.969	45.796	57.969	57.969	17.660	22.354	22.354
2	5.434	6.878	64.847	5.434	6.878	64.847	10.641	13.470	35.824
3	2.682	3.395	68.242	2.682	3.395	68.242	9.617	12.173	47.997
4	1.786	2.261	70.503	1.786	2.261	70.503	9.140	11.570	59.567
5	1.624	2.056	72.560	1.624	2.056	72.560	8.293	10.497	70.064
6	1.213	1.535	74.094	1.213	1.535	74.094	2.814	3.562	73.626
7	1.062	1.344	75.439	1.062	1.344	75.439	1.371	1.735	75.362
8	1.006	1.273	76.712	1.006	1.273	76.712	1.067	1.350	76.712
9	.837	1.060	77.772						
10	.795	1.006	78.778						
11	.714	.904	79.682						
12	.686	.869	80.551						
13	.606	.767	81.318						
14	.591	.748	82.066						
15	.563	.713	82.778						
16	.551	.698	83.476						
17	.505	.639	84.115						
18	.481	.609	84.725						
19	.470	.596	85.320						
20	.452	.573	85.893						
21	.441	.558	86.451						
22	.428	.542	86.993						
23	.409	.517	87.510						
24	.397	.503	88.013						
25	.394	.498	88.511						
26	.381	.483	88.994						
27	.356	.450	89.445						
28	.346	.438	89.883						
29	.336	.425	90.307						
30	.330	.418	90.725						
31	.318	.402	91.127						
32	.309	.391	91.518						
33	.291	.368	91.887						
34	.281	.356	92.242						

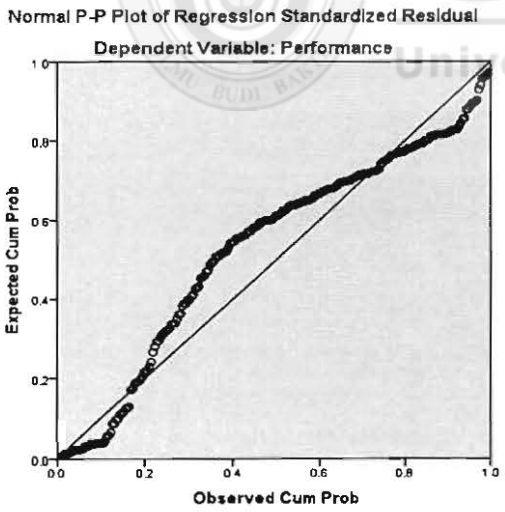
35	.272	.345	92.587
36	.259	.328	92.916
37	.250	.317	93.233
38	.244	.308	93.541
39	.235	.297	93.838
40	.226	.286	94.124
41	.219	.277	94.401
42	.213	.269	94.670
43	.208	.263	94.933
44	.199	.252	95.185
45	.183	.232	95.417
46	.181	.229	95.647
47	.180	.227	95.874
48	.169	.213	96.087
49	.163	.206	96.294
50	.161	.204	96.498
51	.156	.197	96.695
52	.147	.186	96.882
53	.145	.184	97.066
54	.144	.182	97.248
55	.134	.170	97.418
56	.134	.169	97.588
57	.129	.164	97.752
58	.123	.155	97.907
59	.117	.148	98.055
60	.115	.146	98.201
61	.113	.143	98.344
62	.111	.140	98.484
63	.099	.126	98.610
64	.096	.121	98.731
65	.093	.117	98.849
66	.092	.116	98.964
67	.087	.110	99.075
68	.084	.106	99.180
69	.081	.103	99.283
70	.078	.098	99.382
71	.071	.090	99.472
72	.062	.078	99.550
73	.060	.076	99.626
74	.056	.071	99.697
75	.054	.069	99.766
76	.051	.064	99.830
77	.048	.061	99.891
78	.045	.057	99.948
79	.041	.052	100.000

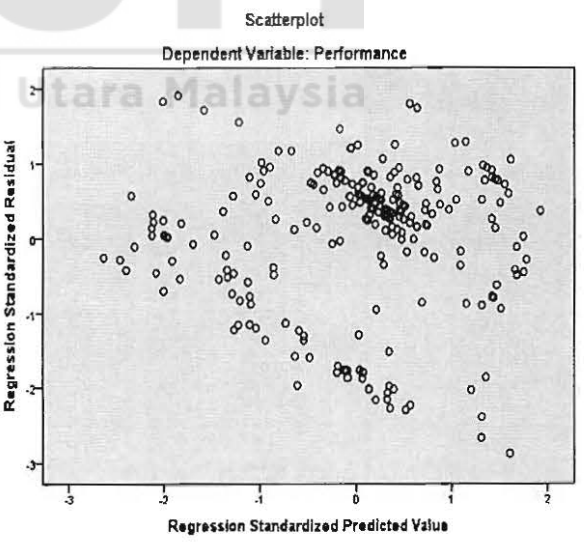
Extraction Method: Principal Component Analysis.

Appendix C: Missing Values

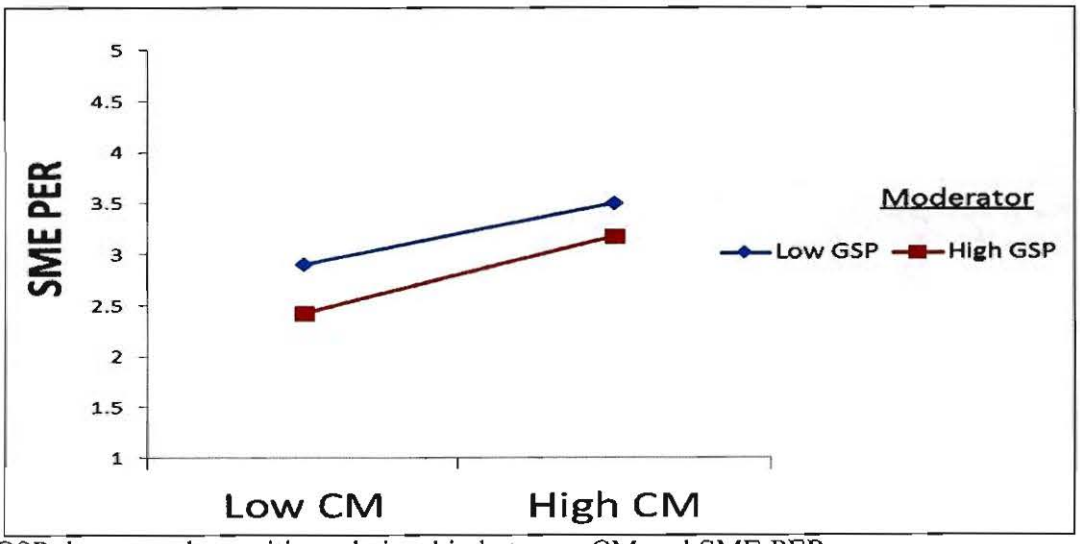
	Result Variables	No of Replaced Missing Values	Case Number of Non-Missing Values		No of Valid Cases	Creating Function
			First	Last		
1	INN1_1	4	1	245	245	SMEAN(INN1)
2	RT2_1	3	1	245	245	SMEAN(RT2)
3	PRA1_1	2	1	245	245	SMEAN(PRA1)
4	AUT4_1	5	1	245	245	SMEAN(AUT4)
5	TO3_1	1	1	245	245	SMEAN(TO3)
6	GSP4_1	4	1	245	245	SMEAN(GSP4)
7	PER3_1	5	1	245	245	SMEAN(PER3)
8	PER10_1	3	1	245	245	SMEAN(PER10)
9	DM1_1	3	1	245	245	SMEAN(DM1)

Appendix D: Normality Test





Appendix E: Interaction Effect for Moderation Relationship (CM)



GSP dampens the positive relationship between CM and SME PER.

Appendix F: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
INNO	240	1.67	7.00	5.1659	1.22898	-.959	.157	.356	.313
RT	240	2.33	7.00	5.2395	1.11591	-.900	.157	.294	.313
CA	240	2.00	7.00	5.2250	1.16605	-.903	.157	.326	.313
PRA	240	1.33	7.00	5.1948	1.22884	-1.020	.157	.624	.313
AUT	240	1.80	7.00	5.1933	1.18700	-.961	.157	.430	.313
TO	240	2.00	7.00	4.9633	1.29700	-.628	.157	-.683	.313
TM	240	2.20	7.00	5.3433	1.02085	-.929	.157	1.213	.313
DM	240	2.33	7.00	5.3020	1.03084	-1.015	.157	.775	.313
NM	240	2.29	7.00	5.1976	1.05038	-.847	.157	.722	.313
EM	240	2.17	7.00	5.2257	1.06085	-.821	.157	.687	.313
IM	240	2.00	7.00	5.3508	1.02671	-1.039	.157	1.187	.313
GSPs	240	2.08	7.00	5.3855	1.10029	-1.251	.157	.826	.313
PER	240	2.10	7.00	4.6608	1.28454	-.428	.157	-1.036	.313
Valid N (listwise)	240								